Job Enhancement
Advisory Committee

GETTING RESULTS

Progress Report

Job Enhancement Projects

Funded as of March 1992

One of the Premier's Nursing Initiatives in Alberta

Alberta
HEALTH

92-04781/

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April, 1992

The Honourable Nancy J. Betkowski
Minister of Health
323 Legislature Building
Edmonton, Alberta
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Madam Minister:

I have the honour to present the first consolidated Job Enhancement Advisory Committee Progress Report: Getting Results. A summary of each of the 145 projects funded to March 31, 1992 is included.

Respectfully submitted,

Nora Greenley

Nora Greenley
Chairman, Job Enhancement
Advisory Committee

Alberta
HEALTH

ACKNOWLEDGEMENTS

The richness of content of this report derives from the summaries of funded Job Enhancement projects. We acknowledge the valuable contribution of the many nurses and their colleagues from across Alberta who responded to the Call for Proposals. That many worthy projects were unable to be funded suggests a continuing need to address quality of worklife concerns.

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MESSAGE FROM THE ADVISORY COMMITTEE

Background and Introduction

The Job Enhancement Fund is one of the Premier's Nursing Initiatives first announced in December, 1988 in response to quality of worklife concerns of Alberta nurses. It is a four year project with two million dollars per year available to fund pilot projects, on a cost share basis, in hospitals, nursing homes, health units and mental health clinics.

In the first three years of the Job Enhancement initiative 145 projects were funded. A brief summary of the purpose of each project is provided in this report as well as an overview of the results achieved for each of the 41 projects completed to date. Over 200 projects will have been funded once the 1992-93 approvals for the final year of the Job Enhancement Fund are announced by the Minister of Health.

Number of Job Enhancement Projects Funded by Issue Category

Issue	1989 - 91 (2 years)	1991 - 92 (1 year)	1992-93 (1 year)
Decision Making	5	5	8
Team Building	1	11	25
Professional Recognition	57	33	20
Childcare	5	1	1
Workload Control	4	1	0
Stress Management	5	7	6
Scheduling	4	1	0
Safety	3	1	3
Non-Nursing Duties	1	0	0
	85	60	63

Activities of the Advisory Committee

The Honourable Nancy J. Betkowski, Minister of Health, appointed the members of the Job Enhancement Advisory Committee in May, 1989. The first meeting of the Committee was held in June, 1989 and a Call for Proposals for consideration under the first two years of the fund was released in September. Since then, the competition for available funds has increased as has the calibre of proposals submitted. A record number of proposals were received for consideration in this final year of the fund.

Submissions to the Job Enhancement Fund

	89-90	90-91	91-92	92-93
Requested	54	124	185	201
Approved	40	45	60	–

Because of its late start, the Advisory Committee responded to applicants for the first two years of the fund in a short time frame (6 months). A retrospective review of the types of proposals received and approved for the first two years of the fund resulted in the Advisory Committee setting new objectives and refining the application requirements for the third year of the fund. Three quarters of the funding of the first two years was allocated to address the worklife issue of "professional recognition" with most of this funding going to basic staff education programs. Although the Advisory Committee identified "professional recognition" as an important worklife concern of nurses, the need to support projects that would promote planned sustained change in the direction of a more "people centred" practice setting was also identified.

As a result of its review of the earlier funded projects, the Advisory Committee established priorities in the 1991-92 Call for Proposals. The first priority included projects that would create more innovative management structures and processes to provide nurses with greater opportunity to participate in clinical and administrative decision making. The second area of focus was projects that would promote collaboration, communication and team building across disciplines, departments, and health care agencies. As a third area of focus, the Advisory Committee also invited proposals that would address more specific worklife concerns such as: staff education, employee wellness and safety.

Following this additional direction from the Advisory Committee, there was a shift in priorities with forty per cent of the funding in the third year going to decision making and team building initiatives. The Advisory Committee has continued to be sensitive to the rapid changes occurring in the health system. This resulted in a Call for Proposals for 1992-93 that, in addition to the priorities noted above, also included themes related to the impact of the current economic climate and rapid changes occurring in the health system on the role of the nurse and other health care disciplines. The Advisory Committee recently completed its detailed review of every proposal submitted for consideration under the 1992-93 Job Enhancement Fund.

In addition to coordinating the implementation of the Job Enhancement Fund, the Advisory Committee also has the mandate to advise on any other nursing related matters referred by the Minister of Health for the Committee's consideration. In the past, the Advisory Committee has provided advice to Alberta Health staff on the implementation of nursing relief hours and earmarked funds in hospital budgets. More recently, the Advisory Committee initiated a review of trends in nursing resource use which is currently in progress.

As a conclusion to each year's proposal review process and in preparation for the development of the next year's Call for Proposals, the Advisory Committee identifies what it considers to be emerging quality of worklife trends and issues. Although the Committee has been quite flexible in its definition of what constitutes job enhancement, certain proposal development requirements have been increasingly emphasized in the Call for Proposals and more heavily weighted in the proposal review criteria.

In particular, the Committee has increasingly emphasized the requirement for evidence of nursing staff participation in the priority setting of job enhancement issues as well as evidence of broad organizational consultation and support (beyond nursing) for the submitted proposal. Another criterion which has been increasingly emphasized is universal application: the development of materials, processes or products that can be made readily available to others at a limited cost.

The Advisory Committee has developed evaluation criteria from a provincial perspective and plans to conduct an independent evaluation of the Job Enhancement initiative. The Committee has also strengthened the requirements for progress reports and final evaluations as planned components of each funded project. There is a commitment to promoting the publication of project results. Over twenty Job Enhancement funded projects were selected for presentation at the February, 1992, Alberta Healthcare Association, Quality of Nursing Worklife conference in Calgary which the Job Enhancement Advisory Committee cosponsored. A future conference will be organized to highlight the results of other Job Enhancement projects.

Future Directions

The Honourable Nancy J. Betkowski has supported a "carry over" of $600,000 to 1993-94 because of unexpended funds from the first two years of the Job Enhancement initiative. The Advisory Committee is considering strategies for development and implementation that would sustain the benefits of the Job Enhancement initiative beyond the life of the fund. Examples of such strategies might include: a resource centre for identifying and sharing expertise and information related to quality of worklife, a clearing house for the maintenance and distribution of materials developed through Job Enhancement grants and educational outreach programs. This work will be initiated with broad consultation.

Acknowledgements

The Advisory Committee acknowledges: Alberta Health staff for their excellent advice; project staff for their outstanding support; and Marlene Meyers, the first Chairman of the Job Enhancement Advisory Committee, for her talented leadership. The wisdom and support of the Honourable Nancy J. Betkowski, Minister of Health, is gratefully recognized.

COMPLETED PROJECTS

Issue: Decision Making

CDHG - Rockyview, Calgary
Funded: 1989/90
Completed: January 1991
Title: *Unit Retreat*

This project was designed to maintain positive unit morale and promote team work in Unit 71. This unit has high occupancy and acuity rates and the patients present many complex nursing problems. The nature of the work on the unit precludes opportunities for a large number of the staff to meet together without interruptions. A 2-day retreat was held to discuss communication issues, staff involvement in decision-making, nurse/physician relationships and staff educational needs. The 30 participants included RNs, LPNs and unit clerks. Evaluation results indicate that the retreat was a valuable mechanism for team building, and unit morale remains high.

Issue: Communication/ Team Building

Misericordia Hospital, Edmonton
COTHA
Funded: 1990/91
Completed: May 1991
Title: *Nursing in the Nineties Conference*

A 1-day conference was held to discuss new attitudes and new approaches to nursing work within large hospitals, and to develop practical suggestions for the implementation of the concept of "Nursing Empowerment". The highlight of the conference was the development and presentation of hospital-specific, empowerment "Action Plans" by interdisciplinary working groups.

Issue: Recognition

Alberta Children's Hospital, Calgary
Funded: 1989/90
Completed: July 1991
Title: *Mobile Clinical Skills Lab*

The Mobile Clinical Skills Lab is an educational resource designed to enhance clinical skill development through simulation. Currently, the "Teaching Cart" provides the opportunity for demonstration and practice of dialysis, initiation of IV therapy, care of central venous catheters and the administration of IV push medications. Nurses throughout the department have heard about the Teaching Cart and it is accessed at least 40% of the time. Informal feedback from staff and managers has been positive.

Alberta Children's Hospital, Calgary
Funded: 1990/91
Completed: October 1991
Title: *Expanded Orientation Program for New Graduate Nurses at the Alberta Children's Hospital*

This program provides further educational support in the areas of: guided clinical practice, clinical decision making, priority setting, teaching/learning and reality shock. The program is an approximately 160 hour experience that takes place in the first four weeks of employment. It consists of 100 hours of guided (preceptored) clinical practice and 60 hours of classroom lecture and discussion. Twenty new graduate nurses completed the program. Statements by managers and new graduates indicate that the program offers attainable and valuable benefits from the perspective of both safe patient/family care and professional development. Concerns about the performance of new graduates were first raised by persons working with nurses on the Casual Pool. Unfortunately, the program evaluation did not study the performance of the new graduate nurses on the Casual Pool. However, from an anecdotal point of view, it would appear that the incidence of expressed concerns regarding new graduate's performance in the Casual Pool has decreased since the establishment of the program.

Bassano General Hospital, Bassano
Funded: 1990/91
Completed: April 1991
Title: *Emergency Medicine Education*

Four registered nurses were sent to the "Emergency Medicine for Rural Hospitals" conference in Banff. In March 1991, these nurses conducted a special inservice for the rest of the nursing staff. The knowledge gained at the conference was used to revamp the disaster plan and disaster supplies procedures of the hospital. In addition, a different

course of treatment for patients presenting with delirium tremors was introduced.

Bassano General Hospital, Bassano
Funded: 1990/91
Completed: October 1991
Title *Physical Assessment Course*

Sixteen registered nurses attended a fully funded physical assessment course presented by four instructors from Mount Royal College. Evaluation results indicate that course participants improved their documentation of inpatient assessments and nursing charting after the course. The hospital is also planning to review and revise the current assessment form.

Bow Island Health Centre, Bow Island
Funded: 1990/91
Completed: July 1991
Title: *Education*

This project was designed to improve nursing skills. Four RNs have enroled in the Gerontological Certificate Program offered at Grant MacEwan Community College and four RNs attended an ECG interpretation course. The Centre also provided Airway Maintenance and Cardiac Resuscitation instruction for its staff, volunteer ambulance staff and local citizens. New programming includes Stress Management courses, PART training and a nurse specialist who can conduct ACLS and Critical Care courses. Critical care preceptorships (with local nursing staff attending in the Bow Valley Centre emergency departments for a 3-day rotation) will help staff to maintain their skills in emergency care. Evaluation results indicate that the project has enriched the personal lives and professional abilities of the nursing staff.

CDHG - Colonel Belcher Hospital, Calgary
Funded: 1989/90
Completed: Spring 1991
Title: *LPN Gerontology Education*

This project was designed to increase the knowledge and skills in gerontology of the Licensed Practical Nurse. Twenty-five LPNs attended the course on "Working with the Aged". Evaluation results indicate that student's knowledge increased after the course.

Charles Camsell Hospital, Edmonton
Funded: 1989/90
Completed: May 1991
Title: *Health Assessment Course*

This project is intended to support professional development of staff nurses both in terms of knowledge immediately applicable to direct patient care and completion of a baccalaureate degree. Eight of the 15 nurses who enroled in the program in November 1989 had successfully completed the course by the fall of 1991. Another eight nurses began a second course in the spring of 1991. The majority of participants surveyed said that Part A of the course was beneficial. However, many felt that Part B was not very relevant to their work. Part B focused on assessment tools and techniques that will assist nurses in acute care institutions with the identification of patient problems and the planning and evaluation of nursing care interventions.

Claresholm General Hospital, Claresholm
Funded: 1990/91
Completed: October 1991
Title: *Health Assessment Project*

This project provided an "in-house" opportunity for nursing staff to increase their skills and knowledge in health assessment. Ten RNs participated in the Health Assessment workshop presented on-site by Grant MacEwan Community College; and five RNs enroled in Nursing 450 - Health Assessment which was presented 'distance delivery' by Athabasca University. Random audits of five admission nursing assessments from June 1989 to June 1991 showed a marked improvement in documentation (particularly in System Assessment). Registered Nurses are now involved in revising the Admission Assessment form.

Cross Cancer Institute, Edmonton
Funded: 1989/90
Completed: May 1990
Title: *Oncology Nursing Program*

This project is designed to provide nurses with the knowledge, skills and attitudes needed to provide excellent nursing care to oncology patients and their families. The Oncology Nursing Certificate Program is a full-time 16-week course consisting of classroom instruction and laboratory practice (279 hrs), and preceptored clinical experiences (325.5 hrs). The program has increased the number of nurses with oncology specialization. Thirteen students have

graduated and there is a waiting list of nurses who wish to take the program. Nurses from across Alberta, British Columbia, Northwest Territories, the U.S. and Saudia Arabia have requested information on both the program and the Cross Cancer Institute.

Cross Cancer Institute, Edmonton

Funded: 1989/90
Completed: May 1991
Title: *Community Liaison Nurse Position*

This position was established to disseminate current, consistent and reliable information to nursing colleagues in health delivery agencies in Northern Alberta. Needs assessment forms were mailed to 155 hospitals and health care agencies. Self-learning modules on cancer pain management, cancer chemotherapy, central venous catheters, implantable venous access devices, and psychosocial care of the patient with cancer were developed and distributed. Thirty-four workshops or inservices were held, and CCI staff nurses made presentations in six of these training sessions. The three articles by the community liaison nurse which were published in the AARN newsletter, also helped to increase awareness of the services provided by the community liaison nurse.

Foothills Provincial General Hospital, Calgary

Funded: 1989/90
Completed: November 1991
Title: *Clinical Assessment Centre*

The Clinical Assessment Centre provides a structure and process for the assessment of the technical, interpersonal and critical thinking/clinical judgement skills of new nursing orientees. Learning needs are identified and orientation of nurses to nursing units is based on their individual needs. Five assessment packages have been developed, piloted and placed into operation; and 165 new nursing employees have been assessed. Survey results indicate that there is general agreement among orientees, educators and head nurses that the program is effective in providing an objective appraisal which includes documentation of individual learning needs.

Fort Macleod Health Care Centre, Fort Macleod

Funded: 1990/91
Completed: November 1991
Title: *Continuing Education*

This project was designed to increase staff knowledge in the speciality areas of trauma management and crisis obstetrics; and thereby enhance the skill, confidence, morale and job satisfaction of nurses. Respondents to a survey of course participants report that their knowledge base, skills, confidence and comfort levels have increased. In addition, 75% of the respondents felt that they were providing better patient care.

Fort Saskatchewan General Hospital, Fort Saskatchewan

Funded: 1989/90
Completed: July 1991
Title: *Advanced Obstetrical Teaching Program*

This program was designed to improve job satisfaction and enhance the work life of the nursing staff by increasing knowledge and expertise in the obstetrical area. Supervisors and RNs attended a 1-day lecture and LPNs attended a half day lecture. Because staff (particularly new employees) had expressed a need for practical experience, a 2-day field experience for all supervisors and RNs was arranged at the Grey Nun's Hospital. To ensure more consistent patient teaching, the obstetrical teaching manual was revised in collaboration with community health nurses, a discharge teaching sheet was developed, and new patient teaching tools such as videos were obtained. Staff received instruction on the use of these tools. Participants have said that the program has improved their knowledge and job satisfaction. Patient satisfaction surveys conducted in the obstetrical area have been extremely positive and patients have told community health nurses that the care and teaching received at the hospital was exceptional.

Glenrose Rehabilitation Hospital, Edmonton

Funded: 1989/90
Completed: February 1992
Title: ***Rehabilitation Nursing Education***

This project was designed to enhance the levels of knowledge, skill, self-esteem, and professional awareness of rehabilitation nurses in the province of Alberta. Evidence from the evaluation of two of the

three key areas of the project indicates that it has been highly successful. The three key areas were: learning needs assessment, results of promotional activities, and acceptance of the course as a university credit within the Post-RN Baccalaureate Program offered by the Faculty of Nursing, University of Alberta.
Recruitment: Since the initiation of the project the number of graduates from the Rehabilitation Nursing Course has increased from 13 students to 52. Another 25 persons have registered for the June 1992 sessions. Course evaluations indicate that the course has enhanced participants' understanding of both rehabilitation nursing and patients' needs. Many graduates have said that the course has had a positive influence on their practice and that their approach to patient care will change.
University Accreditation: Both the University of Alberta and Athabasca University now accept the Rehabilitation Nursing Course for credit within the Post-RN Baccalaureate Degree Program. To date, five students in the post-RN programs have received credit for the Rehabilitation Nursing Course. Also, several of the students registered in the June 1992 course are in the Post-RN program at the University of Alberta or Athabasca University.

Grey Nuns Hospital, Edmonton
Fort Saskatchewan General Hospital, Fort Saskatchewan
Athabasca General & Auxiliary Hospital, Athabasca
Barrhead General Hospital, Barrhead
Misericordia Hospital, Edmonton
Olds General Hospital, Olds
Breton General Hospital, Breton
Drayton Valley & District Health Complex, Drayton Valley

Funded:	1989/90
Completed:	July 1991
Title:	*Palliative Care Nursing Program*

This program provides nurses with the opportunity to acquire the knowledge, skills and attitudes needed to provide quality care to terminally ill patients and their families. The twelve nurses who participated in the program worked with experienced nurse preceptors and were included in all teaching rounds, patient care conferences and the direct care of patients. The formal education program included lectures in the philosophy and goal of palliative care, symptom assessment, pain assessment and management, and psychosocial and spiritual care. The participants said that the knowledge gained was very relevant to their individual work environments.

Grey Nuns Hospital, Edmonton
University of Alberta Hospitals, Edmonton

Funded:	1990/91
Completed:	July 1991
Title:	*Emergency Nurse Exchange*

This project was designed to provide emergency nurses from one emergency department of the Grey Nuns Hospital with the opportunity to increase their awareness of the operational functioning of a Level I facility. It also provided emergency nurses from the emergency department of the University of Alberta Hospital with the opportunity to function as preceptors and role models for their peers. The six nurses from the Grey Nuns Hospital completed their placement, but the placement of the six nurses from the University of Alberta Hospitals was delayed. The program has enhanced the job satisfaction of participating nurses. Both the departments will benefit from the increased knowledge and skill levels of their staff, and improvements in staff morale and inter-hospital relationships.

Grey Nuns Hospital, Edmonton
Edmonton Home Care (Kingsway), Edmonton

Funded:	1990/91
Completed:	May 1991
Title:	*Home Care/Acute Care Exchange Program*

This project was designed to increase the hospital-based nurse's understanding of the unique characteristics of Home Care Nursing, and the Home Care nurse's understanding of the complexities of the Acute Care environment. Six nurses from Acute Care Medicine/Surgery at the Grey Nuns Hospital and seven Edmonton Home Care nurses participated in the project. The Acute Care nurse helped the Home Care program by providing prompt and accurate assessments to facilitate patient selection. The Home Care nurses have enhanced their ability to determine which clients are most appropriate for specific clinics. Both groups developed a broader understanding of patient/client teaching, both at home and in the hospital.

Mayfair Nursing Home, Calgary
Calgary Nursing Homes

Funded: 1990/91
Completed: September 1991
Title: *Caring for the Elderly in the Nursing Home Setting*

This project is a 10-seminar series designed for the continued professional development of nurses employed in Calgary nursing homes. Although Mayfair Nursing Home had administrative responsibility, the project was supported by Calgary area nursing home operators. The seminars were attended by 567 employees of 16 nursing homes in the Calgary area. The seminar series was well attended and individual seminars were rated highly by the participants. The overwhelming sentiment expressed by the participants was one of pleasure and insight gained from sharing ideas and problems with colleagues from other facilities.

Northcott Lodge Nursing Home, Ponoka

Funded: 1990/91
Completed: November 1991
Title: *Long Term Care Inservice Enhancement*

This project was designed to enhance the Nursing Inservice Program. Resources purchased include video and seminar series, anatomical models, posters, and a long term care monitor.

Raymond General Hospital, Raymond

Funded: 1989/90
Completed: August 1991
Title: *Inservice Program (Orientation for New Recruits)*

This project was designed to: (i) coordinate and ensure a consistent and thorough orientation process for all new employees; (ii) maintain ongoing education (facility-wide) for all employees in fire procedure, disaster procedure, C.P.R., back care and lifting techniques, appropriate isolation procedures, infection control practices, and universal body and fluid precautions; (iii) assist all departments, but specially the nursing department, with ongoing education, special skill training and transfer of function certification; and (iv) assist with a facility-wide Quality Management program. The orientation manual is now in place and "Learning Daze" sessions have been established. These manuals allow nursing staff to take part in compulsory inservice training, including transfer of functions (CPR, Fire, Disaster, Back Care, Fetal Heart & ECG Monitoring, and Vena Puncture). The "Learning Daze" sessions were rated highly by the participants, and the Long Term Care and Acute Care Nursing Unit Coordinators have indicated that the orientation package and manual has improved the orientation process.

Rivercrest Lodge, Fort Saskatchewan

Funded: 1989/90
Completed: July 1991
Title: *Inservice Education Material*

This project was designed to increase job satisfaction, decrease staff turnover and increase accessibility to needed information. Staff's access to information has been enhanced by the purchase of current books and periodicals and the provision of a media centre. Nursing staff have indicated that better access to current literature and information specific to their area of work has increased their job satisfaction. The opportunity provided for nursing involvement in the development, utilization and evaluation of the project has also had a positive impact on job satisfaction.

Royal Alexandra Hospital, Edmonton

Funded: 1990/91
Completed: June 1991
Title: *Preceptorship Program in the Adult and Neonatal Intensive Care Units*

This project provides a more structured period of orientation for nurses new to intensive care areas (Adult Intensive Care and Neonatal Intensive Care). New nurses were paired with nurses with experience in a particular area on a formal basis. A total of 19 nurses were precepted and 16 nurses acted as preceptors. Six Clinical Development Nurses acted as resources for preceptors and monitored the program's implementation. There is general agreement that the program enhanced patient safety, provided continuity of instruction and supervision, and facilitated knowledge and skill acquisition. Problems experienced by orientees were identified early and remedial action was taken. The orientees felt more comfortable in the intensive care work setting, and their confidence and self-esteem were enhanced and supported by the program.

Salvation Army Grace Hospital, Calgary

Funded: 1989/90
Completed: December 1991
Title: *Orientation and Preceptorship Project*

This pilot project developed and implemented a standardized orientation program which included a formal preceptorship program. A number of orientation modules and Advanced Nursing Skills (certification) programs were developed and tested with the nursing staff. Respondents to a survey of orientees attending the Standard Orientation Program said that the program met their expectations.

Preceptorship: An educational program for preceptors was developed and presented prior to implementing the preceptorship component of the orientation program. A focus group composed of staff nurses and nurse managers assisted in the determination of the parameters of the preceptorship program. A Preceptor Manual was developed and distributed to preceptors and nurse managers and a Preceptor Support Group was established to provide support and continuing education for preceptors.

Educational materials: Educational packages developed include seven orientation modules and five Advanced Nursing Skills programs in a learning module (workbook) and lecture/discussion format. Each educational program includes behavioral objectives. The Advanced Nursing Skills program, includes a written examination on theory, a standard process for demonstrating competency and a checklist for verifying clinical competency attained in other hospitals. Each module or skill program includes a list of audio-visual materials and a selected bibliography. The WHMIS and Breastfeeding programs include videos developed at the Grace Hospital. The educational packages were shared with the hospitals in the Northeast Region of Alberta.

Stettler Hospital Complex, Stettler

Funded: 1989/90
Completed: May 1991
Title: *Nursing Education*

This project developed a system for funding nursing education that will allow all nursing staff fair and equitable access to budgeted funds. The project has resulted in the implementation of new or revised policies, and application and reporting forms. The education budget has been increased, and clear and fair criteria for determining the education sessions that should be attended are now in place. Staff and management welcome the revised policies and forms.

St. Mary's Hospital, Camrose

Funded: 1991/92
Completed: March 1992
Title: *LPN Workshop*

This project was designed to enhance the knowledge and skills of LPNs and thereby increase their job satisfaction and reinforce their value to St. Mary's health care team. Twenty-one participants attended a workshop on "Care of the Cancer Patient" presented at St. Mary's by the Canadian Health Care Guild. Seven of the participants were registered nurses. All respondents to a survey of course participants indicated that the workshop made them feel more competent in their jobs. Seventeen of the respondents said that the opportunity to participate in the workshop enhanced their level of satisfaction.

St. Michael's Extended Care Centre, Edmonton

Funded: 1990/91
Completed: October 1991
Title: *Self-Care for the Care Giver*

This project was designed to develop the "self-care" skills of nursing staff. A total of 14 RNs and 13 LPNs attended the workshop on "Care for the Care Giver" at Grant MacEwan Community College. Participants felt that the workshops provided them with the skills required to cope with 'day-to-day' work problems. They said that the workshops helped them to understand themselves and recognise the signs which contribute to "burn-out".

St. Michael's Hospital, Lethbridge

Funded: 1989/90
Completed: June 1991
Title: *Learning Need Assessment Project*

This 12-month project involved staff nurses in the identification and selection of a conceptual model for nursing and the development of assessment skills and knowledge that will enhance their role as medical/surgical nurses. A Clinical Nurse Specialist was hired for one year. Needs assessments of all nursing staff was completed and the number of staff taking Gerontology Courses increased dramatically. Workshops on assessment were provided and staff attendance at a Health Assessment Course was sponsored. The Resource Centre was upgraded and books were purchased. The PARSE Man-Living-Health Conceptual Model for Nursing was selected as the pilot project for the staff of the day hospital. Although, progress was made in all areas, much

remains to be done. Many of the planned changes could not be implemented this year because of major organizational developments including layoffs, unit closures and amalgamation of units.

Valleyview Health Centre, Valleyview
Funded: 1990/91
Completed: October 1991
Title: *Mental Health Hospital Based Pilot Project*

This project provided opportunities for nurses to develop skills in the assessment and treatment of patients requiring mental health or psychiatric services. Inservice workshops provided dealt with the diagnosis and treatment of various disorders in both theoretical and practical terms. Presentations were made on: assessment; theories of personality and psychopathology; symptoms of psychopathology; and treatment modalities. The workshops were attended by nurses (RNs and LPNs) whose daily clinical routine included patients with overt or secondary (undiagnosed) psychiatric symptoms. Staff have benefited from the program, and care plans reflect that they have become more proficient at handling difficult patients. Nurses who wish to obtain more training in mental health nursing were encouraged to discuss their educational needs with the clinical psychologist who ran the hospital program. A registered nurse was sent to a 6-week program at the University of Alberta. In-hospital care is improving; however, follow-up care needs further improvement.

Youville Nursing Home, Edmonton
Funded: 1990/91
Completed: June 1991
Title: *Enhancement of Unit Orientation*

This project was designed to enhance the knowledge, skills and confidence of new employees. Respondents to job satisfaction surveys at the hospital had expressed concern about the adequacy of unit orientation. Moreover, in 1989/90, 12% of the Nurse Attendants who were leaving the institution indicated that they found the work stressful and/or were unable to meet required performance standards. Project funds were requested to increase unit orientation hours by 15.5 hours for both RNs and NAs. As a result of the increase in unit hours, RNs will receive 38.75 hours of unit orientation and NAs will receive 31 hours. Eighty-nine percent of respondents to the 1991 job satisfaction survey agreed that the increase in unit orientation hours was beneficial in enhancing their knowledge, skills, comfort and confidence. Nursing Unit Managers have reported that new staff members have demonstrated enhanced knowledge and skill levels when providing care and increased comfort and confidence when given their first "solo" resident assignments. In addition, attrition rates for Nursing Attendants and Registered Nurses declined in 1990/91.

Youville Nursing Home, Edmonton
Funded: 1990/91
Completed: May 1991
Title: *Health Assessment Workshop*

This project was designed to improve the skills and knowledge of Registered Nurses in the area of health assessment; and thus enhance job satisfaction, staff morale and the quality of professional practice. In addition, attrition rates were expected to decrease. Fifty-nine percent of the permanent RNs attended a 2-day health assessment workshop presented by Grant MacEwan Community College. Survey results indicate that improvements have occurred in the quality of professional practice and in the assessment skills of Registered Nurses. Attrition rates declined from 29% in 1989/90 to 5.9% in 1990/91.

Issue: Childcare

Alberta Children's Hospital, Calgary
Funded: 1989/90
Completed: August 1990
Title: *Feasibility Study for the Implementation of Childcare Services for Ill Children*

This project assessed the feasibility of a Sick Child Program for health care workers in Calgary. A total of 11,386 employees of six health care organizations in Calgary were surveyed and 998 (8.8%) responses were received. Approximately, 86% (857) of respondents conceptually support the establishment of a Sick Child Program and 82% (700) of these individuals will use such a program. In this scenario, it is estimated that an average of seven children will attend the centre on a daily basis. A program to accommodate seven ill children is viewed as a viable alternative. However, only 25.1% (176) of subjects prefer to take an ill child to a Sick Child Program in a specific location (e.g., near the Alberta Children's Hospital/Child Health Centre). In this scenario, it is estimated that only two children would attend on a daily basis. The latter is not a viable alternative.

The study indicates that two options should be considered to determine if a Sick Child Program is a viable alternative for not only health care workers, but for the families of all Calgarians.

Queen Elizabeth II Hospital, Grande Prairie
Funded: 1989/90
Completed: January 1991
Title: *Extended Hours for Child Care*

This pilot project established a child care program with extended hours to better meet the needs of part-time, casual and shift workers. Project funds covered start-up costs. The Child Care Centre currently serves 211 children. Respondents to a survey of parents indicated that they were very satisfied with the hours of operation, and the services and facilities provided. The Child Care Centre is seen as a model in the community and is a leader in terms of meeting the needs of shift workers. Preliminary data from the Exit Questionnaire of hospital staff indicates that the Centre is helping with the hospital's retention strategy.

University of Alberta Hospitals, Edmonton
Cross Cancer Institute, Edmonton
Funded: 1990/91
Completed: May 1991
Title: *Child Care Feasibility Study*

This study assessed the feasibility of various child care alternatives; and developed proposals for implementing the recommended strategies. A survey of nurses at the two institutions was conducted to determine their child care needs. Survey results indicated that child care services, while potentially benefiting approximately one-third of all employees at any one time, have the potential, over time, of benefitting up to two-thirds of all employees. The recommended child care initiative will include information and referral, day home, in-home, day care and sick-child care services for employees of the Cross Cancer Institute and the University of Alberta. This initiative should meet the needs of the staff of these institutions for reliable, quality child care services; assist the organizations in recruiting and retaining highly trained and experienced personnel; and serve as a model and demonstration project for other public and private sector employers. The project design includes establishment of a non-profit Child Care Society accountable to the operating institutions, and managed by a Director of Child Care Initiatives.

Issue: Workload Control

St. John's Hospital, Edson
Funded: 1989/90
Completed: April 1991
Title: *Charting System Project*

A consultant was hired to develop a new charting system and a MAPS-like system was selected for implementation. All steps of the nursing process were incorporated: (i) a detailed admission assessment which identifies patient problems; (ii) the drafting of a thorough individualized plan of care; (iii) implementation of the plan, including nursing interventions; and (iv) an evaluation of the patient's response to the nursing interventions. Four Nursing Admission Assessments were devised (obstetrical, newborn, pediatric, and medical/surgical). Flowsheets developed include a diabetic record, IV and blood transfusion parameter sheets, daily care record and a detailed obstetrical partogram. Other changes introduced include: a Discharge Teaching Care Record, an emergency assessment, and a new medication system which includes a medication cart. In addition, 44 standard care plans were made available to nursing staff. All nursing staff (including management) and medical staff attended an inservice session which provided instruction on the use of the system and its new charting forms. Ten nursing chart audits were conducted in October, November and December. The average results were 66%, 81% and 73% respectively. Project Coordinators believe that continual monitoring and evaluation of the system, and ongoing education of nursing staff based on future audit results is needed to ensure long-term success of the new charting system.

Issue: Stress Management

Charles Camsell Hospital, Edmonton
Funded: 1989/90
Completed: May 1991
Title: *Nursing Lounge*

This project will provide relaxation, respite and nourishment for nurses and opportunities for strengthening collegial relations. It will also serve as a centre for information exchange and the generation of creative ideas and approaches to problem solving. Responses from 50 of the 300 employees surveyed indicate that the lounge is of great benefit to nurses and well utilized.

Crowsnest Pass Health Care Centre, Blairmore

Funded:	1990/91
Completed:	May 1991
Title:	*Employee Family Assistance Program*

This program was designed to reduce the number of personal problems among the work force and ultimately the costs attributable to job performance problems. Program services are offered through the Elk Valley Assessment and Referral Centre. Membership in the Elk Valley Assessment and Referral Centre was required and membership fees absorbed a large portion of project funds. The 6-member Employee Family and Assistance Committee has one representative from each union as well as one member of management. The Committee meets each month to determine and implement strategies to advertise and promote the program. Each employee has received an information package which describes available services. During the first six months of the project, the Elk Valley Assessment and Referral Centre was used by three of the 165 employees of the Health Care Centre.

Issue: Scheduling

Calgary General Hospital, Calgary

Funded:	1989/90
Completed:	October 1991
Title:	*Automated Self-Scheduling Project*

This project piloted the use of self-scheduling for nurses using personal computers. The project was designed to increase the professional autonomy and job satisfaction of nurses, increase flexibility and creativity in staffing and scheduling, and decrease turnover and absenteeism. Self-scheduling was implemented in a General Surgery and Teaching Unit and the Emergency Unit. The project was tracked for 19 months. Evaluation results indicated that the original objectives of the project were achieved. A limiting factor was the change in the collective agreement which tended to constrain individual choice. As a result, on the General Surgery and Teaching Unit where nurses worked 8-hour shifts, a modified version of self-scheduling for only one-third of the staff was achieved. In Emergency, where 12-hour shifts occurred less frequently in a month's cycle, flexibility was not reduced by contract restrictions to the same extent.

Issue: Safety

Brooks Health Centre, Brooks

Funded:	1990/91
Completed:	May 1991
Title:	*Professional Assault Training Program (PART)*

This project will train trainers in Professional Assault Response Training (PART). Four trainees attended the 2-day PART workshops in Medicine Hat and a 2-day Train-the-Trainer workshop in Ponoka. The majority of long term care RNs, LPNs and NAs received PART instruction from the trainers.

Issue: Non-Nursing Duties

Mary Immaculate Hospital, Mundare

Funded:	1989/90
Competed:	December 1991
Title:	*Non-Nursing Duties*

This project was designed to identify and reallocate non-nursing tasks to appropriate support staff. A consultant was hired to do an independent organizational review and study of the workplace. Several changes were implemented as a result of the study. These include the establishment of a multidisciplinary "Patient Services Council", and changes in staff reporting lines. Increased decentralization of responsibility and authority to all levels has been initiated on the recommendation of the consultant. This will be an ongoing learning process for some time.

PROJECTS IN PROGRESS

Issue: Decision Making

Alberta Children's Hospital, Calgary
Funded: 1989/90
Anticipated Completion: March 1992
Title: *On-Site Leadership Development Program*

This program is designed to enhance leadership expertise, improve problem-solving and communication skills, and enhance role clarity among nurse leaders at the hospital. Educational strategies included three 1-day workshops for nursing leaders, and the expansion of both management and leadership resources. The second workshop, "Words as Tools: Communication in Leadership" was attended by 23 nurse leaders. The majority of the participants rated the content as highly relevant to their practice. Participants said that the workshop had a direct impact upon their management practice. The third and final Leadership Development Workshop, "Creating a Vision for Tomorrow" was held in November 1991. Four videos which address a variety of management and leadership topics have been purchased. These videos are well-utilized.

Bethany Care Centre, Airdrie
Funded: 1990/91
Anticipated Completion:
Title: *Leadership Training*

This project is designed to provide leadership training for nurses in long term care. The Centre implemented a Quality Assurance Program which involved nurses and care aides in the development of goals, policies and procedures. Through the quality assurance problem-solving process, nurses were able to develop or improve their problem-solving skills, and their ability to monitor and evaluate the results of actions taken.

Bethany Care Centre, Camrose
Funded: 1990/91
Anticipated Completion: June 1992
Title: *Quality Circles*

Quality Circles are used widely in the health care sector and other industries to involve staff in organizational efforts to improve efficiency and service quality. This project will increase staff involvement in problem identification and decision-making. Increased staff control over their work setting is expected to enhance job satisfaction and self esteem. An 8-member Steering Committee meets bi-weekly. Policies and procedures for Quality Circles have been formulated, and inservice training sessions focusing on Quality Circles and problem-solving techniques were presented to all departments. Quality Circles have discussed staff scheduling and the types and uses of rubber gloves. All areas of staff have responded well to this initiative. There is a general belief that Quality Circles allow staff members to express their needs and to resolve work problems which are a major source of job dissatisfaction.

Brooks Health Centre, Brooks
Bassano General Hospital, Bassano
Brooks Home Care, Brooks
Funded: 1991/92
Anticipated Completion: Spring 1993
Title: *Ethical Decision-Making*

This collaborative project is designed to: educate nurses, physicians and board members in ethical decision-making; inform nurses of the resources that are available to them in dealing with moral conflicts and in ethical decision-making; and develop and implement a structure that will enable nurses to deal with medical prognosis, case review, consultation/ review, policy development and decision-making. Project funds will be used to hire a contract Project Coordinator. He/She will identify the needs of the community and implement an Ethics Committee or improvements in the utilization of existing structures.

Calgary General Hospital, Calgary

Funded: 1991/92
Anticipated Completion: June 1991
Title: *A Bias for Action*

This project will provide nurses from two obstetrical units with the opportunity to participate in the development of unit level goals and objectives at a 1-day retreat. It is expected that participants in this process will feel a greater sense of ownership of the unit's goals and objectives. The project is also expected to enhance the self esteem and job satisfaction of participants.

Daysland General Hospital, Daysland

Funded: 1991/92
Anticipated Completion: Ongoing
Title: *Shared Governance*

This project will increase staff nurses' input into decisions which impact on their work. These include decisions on: scheduling, care delivery models, patient care programs, educational and training programs, and ward policies and procedures. Participants will attend meetings; develop goals, objectives and procedures; and make presentations to the hospital board. Evaluation results indicate that communication between nurses, the board, medical staff and nursing administration have improved. Efforts to improve staff morale have only been partially successful and some staff nurses seem reluctant to participate in decision-making. There is evidence that the image of nurses within the hospital and the community has been enhanced.

Lynwood Extended Care Centre, Edmonton

Funded: 1989/90
Anticipated Completion: January 1992
Title: *Quality Circles Project*

This project implements Quality Circles and evaluates its impact on job retention and job satisfaction in nursing. A Clinical Nurse Specialist provides support to Quality Circles consisting of RNs, LPNs and NAs. The Circles dealt with resident care issues, clinical practice, operation issues and career paths for nurses. The nursing staff who served on the Quality Circles expressed strong satisfaction with the concept and its implementation and felt that the process had a positive impact on working conditions and job satisfaction. Nursing staff who did not participate in the Quality Circles demonstrated no significant change in their working situation and level of job satisfaction. The project was implemented during a period of economic restraint and organizational restructuring which resulted in increases in workload. However, the existence of the Quality Circle Project acted as a buffer during these difficult times and helped to maintain the 1990 level of retention and job satisfaction.

Queen Elizabeth Hospital, Grande Prairie

Funded: 1991/92
Anticipated Completion: March 1994
Title: *Decentralized Unit Management*

This project is designed to give nurses greater control over their work through job restructuring based on the principles of semi-autonomous work groups. "Pilot units" will be selected and the staff will be trained. All processes on the unit will be reviewed to determine the extent of possible delegation to staff. Revised work processes will be implemented incrementally over a 3-year period.

University of Alberta Hospitals, Edmonton

Funded: 1991/92
Anticipated Completion: August 1992
Title: *Facilitating Staff Nurse Involvement in Shared Governance Structures*

This project is designed to facilitate significant participation of staff nurses in shared governance activities, through provision of release time for such activities and appropriate educational assistance. Decision-making bodies, composed of staff nurses, nursing coordinators and nurse managers, will be established for each major clinical area. These bodies will be empowered to make decisions which impact on the practice of nursing at the unit level, and to provide input to other shared governance committees (or councils) on issues which impact on the entire nursing division, or the hospital as a whole. Inservice and formal educational programs, such as the ACHIEVE programs on group decision-making will be provided to all staff appointed to these councils. Project funds will be used to cover the costs of relief staff.

Issue: Communication/ Team Building

Alberta East Central Health Unit, Stettler
Funded: 1991/92
Anticipated Completion: March 1993
Title: *Health Unit Work Life Enhancement*

This project will analyze the factors which affect job satisfaction; and develop and implement strategies to: (i) improve and enhance communication throughout and between all levels of the organization; (ii) foster an atmosphere of support and valuing of individual staff members and their contribution to the organization; (iii) integrate health promotion and wellness strategies into the work environment; and (iv) develop coping strategies throughout the organization to deal effectively with geographic and professional isolation. A Project Team with representation from all levels of the organization (management, staff, and the board) will conduct the research and develop the Action Plan from the data collected. The recommended Action Plan will be carried out with ongoing monitoring and evaluation by the Project Team, the Job Enhancement Coordinator, and independent Focus Groups created to review its progress.

Bethany Care Centre, Airdrie
Funded: 1991/92
Anticipated Completion: March 1993
Title: *Quality Assurance Program*

This on-going Quality Assurance Program involves nurses and care aides in the development of a quality assurance system and problem-solving process. Resident care will be monitored on an ongoing basis, and all caregivers and relevant departments will be involved in the problem-solving process. The progress report indicates that the Nursing Practice Committee was involved in the development and implementation of an interdisciplinary "Resident" information base which is needed for improved inter-disciplinary care delivery and care audits. An interdisciplinary committee has reviewed infection control, biomedical waste and emergency planning.

Alberta West Central Health Unit
Funded: 1991/92
Anticipated Completed: March 1992
Title: *Nurse Educator/Developer*

This project is designed to: (i) increase nurses' skills in working with elderly clients in a variety settings, (ii) improve collegial relationships between Community Health Nurses and Home Care nurses, and the greater nursing family within the Health Unit; (iii) extend the recently-developed Seniors Wellness Clinic model by locating it in another Health Unit community; (iv) support Home Care nurses in their relatively new role in Single Point of Entry for Long Term Care; and (v) improve services provided for senior citizens. Project funds will be used to hire a Nurse Educator-Developer who will be responsible for: education of nurses in seniors' assessment, health promotion, illness prevention and treatment; evaluation, enhancement and expansion of the present Seniors Wellness Clinic model; and education of professionals and the public, with regard to Single Point of Entry and the inherent goals of that whole process.

CDHG - Colonel Belcher, Calgary
Funded: 1991/92
Anticipated Completion: July 1991
Title: *Enhancing Nurse Involvement in Discharge Planning*

This project is designed to provide nurses with knowledge of community resources, and consequently enhance their ability to participate as an equal member of an interdisciplinary team responsible for discharge planning and patient/family counselling. Six nurses went on half-day visits to Geriatric Hospital Day Programs and Senior's Clubs.

CDHG - Holy Cross, Calgary

Funded: 1991/92
Anticipated Completion: March 1992
Title: *Family Systems Nursing: Medical/Surgical Project*

This project is designed to foster family/hospital relationships characterized by mutual trust and regular communication and cooperation between patients, their family and hospital staff. Nurses who participate in the project will learn about the complex nature of patient, family and hospital relationships; interventions utilized to resolve conflicts; and actions which can be taken when family/hospital crises occur. The Project Faculty attended a 1-day workshop on "Research of Families: Conceptual, Measurement and Clinical Issues", presented by Dr. Suzanne Feetham, the Acting Chief, Office of Planning, Analysis and Evaluation for the National Centre for Nursing Research, National Institutes of Health at Bethesda, Maryland. (The Project Faculty is a 3-member group which monitors the project.) Dr. Feetham said that the project was a "landmark" study, since there is little information in the literature on this issue.

Foothills Provincial Hospital, Calgary

Funded: 1991/92
Anticipated Completion: September 1993
Title: *Reactivation Program for the Elderly Patient in a Surgical Setting*

This program is a collaborative practice model designed to enhance the knowledge, skill and confidence of surgical nurses caring for the elderly orthopaedic patient; and meet the needs of the elderly surgical population in an acute care setting. The project is unique in that it combines nursing education, practice and research in an effort to address one of the major issues in health care today, i.e., returning the elderly patient to the community with a minimum decrease in cognitive and functional status. The reactivation program will be developed collaboratively with medicine, nursing, physical medicine, rehabilitation and social work/home-care. The educational component of the project will be developed and implemented in collaboration with the Gerontology/Orthopaedic Education Specialists at the Foothills School of Nursing and the Orthopaedic Clinical Nurse Specialist at the Foothills Hospital. The program will also provide a clinical practicum placement for nursing students specializing in gerontology.

Fort Saskatchewan General Hospital, Fort Saskatchewan
Leduc Strathcona Home Care & Community Health
Rivercrest Nursing Home, Fort Saskatchewan
Edmonton & Rural Auxiliary Hospital & Nursing Home District #24
Family & Community Support Services
Senior's Advisory Board

Funded: 1991/92
Anticipated Completion: June 1991
Title: *Multi-Agency Approach to Geriatric Care*

This project is designed to improve the knowledge level of nurses and other staff involved in providing care and discharge planning for the geriatric patient All RNs, LPNs, and NAs will attend a 2-day, in-house seminar addressing all aspects of care for the geriatric patient. At the summation of the seminar a panel of speakers from Central Placement, Alberta Family and Social Services, Home Care, Rivercrest Nursing Home and the Senior's Advisory Board in the community will be asked to address specific topics related to their role in caring for geriatric patients. Two weeks after the seminar, a half-day planning meeting will be held to set goals for the development of a comprehensive, interdisciplinary and interagency approach to the provision of geriatric care.

Glenrose Rehabilitation Hospital, Edmonton

Funded: 1991/92
Anticipated Completion: March 1993
Title: *Interdisciplinary Patient Care Team*

This project will review the current functional and operational roles of team members; and develop and implement a staff development program to enhance the various roles of nurses within the interdisciplinary health care team.

Grey Nun's Hospital, Edmonton

Funded: 1991/92
Anticipated Completion: 1993
Title: *Interdisciplinary Model for Patient Care Delivery*

This project will develop a new care delivery model that enhances interdisciplinary collaboration and improves patient care. Current care delivery practices will be evaluated and alternate delivery systems will

be reviewed. The alternate patient delivery system recommended for implementation will be piloted, evaluated and modified, if necessary. The project will be guided by a Project Coordinator and a 10-member Steering Committee. Four of the ten members of the Steering Committee will be registered nurses; and one of the registered nurses will serve as the Project Coordinator. Nursing staff will work in partnership with management and the interdisciplinary team during the change process.

Red Deer Regional Health Unit, Red Deer
Funded: 1991/92
Anticipated Completion: December 1992
Title: *Unit Multidisciplinary Management Development and Team Building Program*

This project is designed to foster the skills needed by employees for the development of mature work teams in the organization. All levels and disciplines within the organization, including board members, will participate in the process. Workshops will be held to teach group process and team building skills. The group skills course will focus on group process, conflict management, influence management and communication skills. The team building course will focus on roles, team parameters, mandates, service levels and blocks to group development. The organization will be restructured to flatten existing hierarchies. The scope and responsibilities of all positions will be increased and a self-management and team-management component will be added to each position. Project funds will support staff attendance at courses.

Tom Baker Cancer Centre, Calgary
Funded: 1991/92
Anticipated Completion: July 1992
Title: *Interactive Model for Nursing Practice*

This project will develop and implement an interdisciplinary, cooperative and collaborative model of health care practice. The Working Committee established for the project will include a registered nurse from each nursing unit, a registered radiation technologist, a psychologist, and a radiation oncologist. This Committee will develop a model of interactive practice with input from a broad cross-section of the Centre's staff. Project funds will be used to hire a Project Coordinator and a part-time secretary.

University of Alberta Hospitals, Edmonton
Funded: 1991/92
Anticipated Completion: April 1993
Title: *Case Management Project*

This project will develop and implement a model of nursing case management which: (i) incorporates physician-nurse collaborative decision-making; (ii) uses computerized patient resource consumption data; and (iii) assigns a nursing case manager responsibility for patient care outcomes. The project will evaluate the cost-effectiveness of the patient care provided through this delivery model and its impact on nurse, patient and physician satisfaction. Five nursing units will be designated as trial units to implement case management during the 1991/92 year. Two nursing case managers (each responsible for one Case Mix Group of Patients) will implement and evaluate case management on each selected unit. An additional 20 units will implement case management during the following year. Case management is a relatively new system of managing patient care. Given the differences in the health systems of the two countries, the project will determine if case management provides the same benefits to Canadian hospitals as reported by hospitals in the United States. This information should reduce both the time and cost requirements of other hospitals interested in implementing case management systems.

Issue: Recognition

Alberta Health, Mental Health Division, Lethbridge
Lethbridge Regional Hospital, Lethbridge
Funded: 1991/92
Anticipated Completion: Spring 1992
Title: *Chronic Psychiatric Clients*

This project will provide nurses with the opportunity to review programs used in other centres for the delivery of service to the chronically mentally ill, and to apply principles of well-established programs to the community of Lethbridge. Project funds will cover salary and travel costs of two nurses who will visit Edmonton and Calgary to review case management models.

Alberta Health, Mental Health Division, Lethbridge
Funded: 1991/92
Anticipated Completion: August 1991
Title: *Psycho-Geriatric Services*

This project is designed to enhance the professional role of the nurse. Project funds will cover the travel costs of two staff members who will visit Edmonton and Calgary to observe psychogeriatric service delivery models in practice.

Alberta Health - Mental Health Division, Peace River
Mental Health Clinics in the Northwest Region
Funded: 1991/92
Anticipated Completion: Ongoing
Title: *Video Library*

This project is expected to increase general and specific knowledge of mental illness and mental health. Project funds will be used to purchase videos. Other professionals in the region will have access to these materials. The library will be enhanced over time, so there is no completion date.

Alberta Hospital, Edmonton
Funded: 1990/91
Anticipated Completion: March 1992
Title: *Growth in Clinical Expertise*

This project will identify indicators of growth and expertise in clinical psychiatric mental health nursing and propose strategies for the acknowledgement of staff's clinical growth and expertise. Nineteen nurses have been interviewed and the data is being analyzed.

Alberta Hospital, Edmonton
Funded: 1991/92
Anticipated Completion: February 1992
Title: *Learning Modules for Psychiatric Aides*

This project is designed to increase the knowledge and skill of psychiatric aides. The modules will provide instruction on: (i) the behaviour, etiology and interventions common to the psychiatric disorders commonly encountered at Alberta Hospital, and (ii) the observation and listening skills used by health care personnel in communicating with their clients.

Beaverlodge Hospital
Hythe Hospital & Nursing Home
Community Ambulance
Funded: 1991/92
Anticipated Completion: 1993
Title: *Enhanced Education and Professional Development*

This collaborative project is designed to improve nurses' knowledge and skills in the area of cardiac care and rural emergency nursing. Four workshops (two 2-day and two 1-day) will be held in Beaverlodge and two 1-day workshops will be held in Hythe. These workshops will be attended by RNs, LPNs and NAs. Other rural facilities will be invited to attend the workshops. Educational equipment purchased through this project will be shared by the two facilities. Resusci-Annie doll and video tapes will be purchased.

Bethany Care Centre, Camrose
Funded: 1991/92
Anticipated Completion: December 1992
Title: *Family Support Series*

This project is designed to enhance the lives of families who are experiencing a great deal of pain and trauma due to the institutionalization, treatment programs, failing health and impending death of their loved ones. Opportunities will be provided for communication between families and nursing staff. Nurses will also initiate and encourage the formation of support groups dealing with specific chronic illnesses, as community interest dictates. Project funds will cover the costs of nurses' attendance at workshops on group facilitation and Advisory Committee meetings. Books and other material for the Family Library Centre will be purchased.

Bow Island Health Centre, Bow Island
Southeastern Alberta Health Unit, Medicine Hat
Funded: 1991/92
Anticipated Completion: April 1993
Title: *Transitional Unit*

This project will recognize the knowledge and skills of nurses and their expanded role in a changing health care system. The newly established Transitional Unit will be coordinated by a Registered Nurse who will serve as a liaison with the Long Term Care unit to

assess and make recommendations (in consultation with Physiotherapy, Occupational Therapy, and Home Care). Project funds will cover the costs of the half-time nurse position; site visits to another transitional unit; and educational courses in geriatric assessment, psychosocial interventions and adult techniques.

Calgary General Hospital, Calgary

Funded: 1991/92
Anticipated Completion: December 1992
Title: *Time:Text A Priority Management System*

This project is designed to improve nurse managers' ability to manage time effectively and thereby reduce their stress levels and the negative impact of staff stress on organizational costs. A time management system called "Time: Text Priority Management System" will be implemented. This system consists of an initial workshop, a personal calender planner and a strategies workshop. Nurse managers can also request a personal consultation which focuses on his/her individual requirements. The project is being piloted in two departments: Maternal/Child/ Ambulatory Care and Critical Care.

Carewest Administrative Centre, Calgary

Funded: Phase 1: 1989/90; Phase 2: 1990/91
Anticipated Completion: March 1992
Title: *Enhanced Education and Staff Development*

These projects have two objectives: (i) to develop and implement a new approach to staff education which will integrate ongoing personal and professional knowledge; and (ii) to develop the base regarding ongoing resource requirements for the continuation of this new educational approach. Between January 1990 and September 1991 educational events, conferences and courses were attended by over 450 employees. Two employees received cross-training experiences. All experiences were highly rated by the participants. A Clinical Nurse Specialist was hired to support integration of knowledge and practice. Activities in support of the second objective included hiring a Staff Planning Officer, a calendar of clinical education activities and a review of the role of the Centre-based Educational Coordinators. These activities have improved the educational structures, and enhanced staff's understanding of centralized versus decentralized training and staff development activities.

Carewest Administrative Centre, Calgary
Bethany Care Centre, Calgary
Alzheimer's Society

Funded: 1991/92
Anticipated Completion: March 1993
Title: *Practice/Program Development for the Care for Persons with Psychogeriatric Concerns*

This project is designed to upgrade the practice/program knowledge and skill level of nursing staff and other members of the interdisciplinary care team who care for persons with psychogeriatric problems; and thereby enhance their work environment and the quality of patient care. Activities will include: focus group sessions with staff and families to identify care needs; cross-training programs; training for six RNs who will act as on-site resources; education sessions; and piloting of new assessment and case management approaches. A Clinical Nurse Specialist will be hired to coordinate the project.

CDHG - Colonel Belcher, Calgary

Funded: 1991/92
Anticipated Completion: 1992
Title: *Rehabilitation Training for LPNs*

This project is designed to increase the knowledge and skills of LPNs in the area of patient rehabilitation; and thereby enhance the role of the LPN, improve patient care in long term care facilities, and strengthen the multidisciplinary team. The 3-month training program includes an intensive 1-month theory/clinical program followed by a supervised clinical experience. All LPNs will be eligible to attend the training program. A packaged program of teacher and student material will be produced. The idea of cross training LPNs in rehabilitation is quite innovative.

CDHG - Holy Cross, Calgary

Funded: 1990/91
Anticipated Completion: March 1992
Title: *Communications and Assertiveness Training*

This project is designed to: (i) improve the coping skills of staff who must deal with ethical dilemmas and crisis situations; (ii) strengthen relationships

between members of the multidisciplinary team; (iii) improve communication between members of the team and patient families; and (iv) increase the morale, confidence, self-worth and job satisfaction of the nurse. Fifty intensive-care nurses attended two workshops on "Dealing with Ethical Problems in Critical Care Nursing". Evaluation results indicate that the workshop had no significant impact on nurse's perception of and their ability to deal with ethical dilemmas. Three months after the workshop nurses still had strong feelings of powerlessness, anger and guilt. A recommendation by a staff member for extra time for multidisciplinary conferences on long-term patients has been implemented.

CDHG - Holy Cross, Calgary

Funded: 1990/91
Anticipated Completion: December 1991
Title: *Diabetic Education*

This project will develop an individualized teaching program for diabetics on one ward, and provide all diabetic inpatients and their families with increased access to diabetic learning resources. It will also increase nurses' knowledge about diabetes and their skills as educators. Patient needs will be evaluated, instruction will be provided to meet these needs, and patient's progress will be monitored. Nurses who care for endocrinology patients will attend courses on diabetes and adult education principles; and a resource manual of all presentation material, (lecture notes, handouts, references) and a self-study guide has been started. Sixty-eight percent of the staff from the ward have attended a training session on diabetes. Another 15% have reviewed taped presentations. An assessment tool for determining individual needs has been piloted, and the Unit has received additional teaching resources.

CDHG - Rockyview, Calgary

Funded: 1990/91
Anticipated Completion: April 1993
Title: *Gerontology Education: Nursing Elderly Patients in Acute Care*

This project will develop educational programs and explore innovative options which will better meet the needs of patients, and increase the job satisfaction of nurses caring for elderly patients. The Project Coordinator is conducting a literature review and gathering baseline data on staff/patient needs and available programs, resources, and utilization patterns in designated units. Staff nurses are well represented on the interdisciplinary Project Steering Committee. An education day on geriatric nursing was held for nursing unit directors and nurse clinicians. Twenty-three staff nurses attended a 2-day geriatric nursing workshop.

CDHG - Rockyview, Calgary

Funded: 1990/91
Anticipated Completion: June 1993
Title: *Cooperative Care Demonstrative Unit*

The unit established by this pilot project will: (i) support the role of the nurse as a health promoter/teacher; (ii) promote patient responsibility and family involvement; and (iii) provide inpatient hospital care at a reduced cost. The emphasis will be on nursing autonomy, authority and accountability for the operation of their work environments. Project funds will be used to hire a Project Nursing Coordinator who will implement, coordinate and evaluate the unit's outcomes.

CDHG - Rockyview, Calgary

Funded: 1991/92
Anticipated Completion: Ongoing
Title: *Pre-operative Teaching Program: Laryngectomy/Radical Neck Dissection*

This project is designed to: increase patient and nurse satisfaction and enhance the professional development of staff nurse. Pre-operative teaching and assessment of patients undergoing laryngectomy or radical neck dissection will take place in an informal relaxed manner; and nurses will be provided with the opportunity to develop a teaching program based on the expressed needs of both nurses and patients. Project funds will cover salary costs of six RNs and a Nurse Clinician for three days each and relief costs.

Claresholm General Hospital, Claresholm
Funded: 1990/91
Anticipated Completion: December 1992
Title: *Focus on Excellence Program*

This project helps nurses to strive for excellence in nursing and caring. It provides opportunities for nurses to improve their skills in problem-solving, ethical decision-making, evaluation of clinical practice and application of nursing research. The project will also acknowledge excellence in current nursing practice. A number of workshops will be provided for staff nurses, and three employees will be sent to Portland, Maine to observe the implementation of the Dreyfuss Model of skill acquisition in clinical nursing. If this program is successful at Claresholm Hospital, its staff can act as resources to other long term and acute care agencies in rural Alberta.

Claresholm General Hospital, Claresholm
Funded: 1991/92
Anticipated Completion: September 1993
Title: *Nursing Wellness Centre*

This project emphasizes the nursing role in the larger framework of "health care", as opposed to the treatment of illness in the hospital setting. It provides nurses with a well-organized convenient and physically attractive setting in which to plan patient care and provide patient teaching. Patients will benefit from access to literature and audiovisual material on health promotion and illness prevention.

Cross Cancer Institute, Edmonton
Funded: 1991/92
Anticipated Completion: April 1992
Title: *Research Utilization Committee*

This program will pilot a mechanism for integrating clinical experience and nursing research in cancer nursing practice. A committee will be established to conduct literature reviews in areas of clinical importance, redraft nursing procedures to reflect the latest development in nursing research, and evaluate the relationship between the redrafted procedures and improvements in patient care and nurses' job satisfaction.

Extendicare Health Services, Edmonton
Funded: 1990/91
Anticipated Completion: 1991
Title: *Learning Needs Assessment*

This project will assess the learning needs of nurses and provide participants with opportunities for education, networking, input or control in defining the role of the nurse, and communication with senior staff members.

Father Lacombe Nursing Home, Calgary
Funded: 1991/92
Anticipated Completion: March 1992
Title: *Skill Development*

This project is designed to increase the knowledge and skills of nursing staff. Educational resources will be purchased and the orientation and continuing education program will be improved. Evaluation results indicate that the training programs have increased the skill, morale and confidence of staff members. Staff have indicated that they need more information on health and safety in the workplace.

Foothills Provincial General Hospital, Calgary
Funded: 1989/90
Anticipated Completion: March 1992
Title: *Family Nursing in a Tertiary Care Setting*

This program is designed to enhance the knowledge and skills of staff working with families experiencing life-threatening or chronic illness, or with psychosocial problems. Family Systems Nursing teaches the use of specific questions to assess and intervene in the psychosocial needs of patients and their families. Three different programs have been implemented to meet program objectives: an intensive 12-week course, a 2-day workshop and a 4-week program. To date, a total of 95 nurses have participated in the program. Participants include staff nurses, head nurses, assistant head nurses, LPNs, staff development instructors and clinical nurse specialists. All portfolios within the Department of Nursing have been represented.

Foothills Provincial General Hospital, Calgary
Calgary District Hospital Group, Calgary
Calgary General Hospital, Calgary
Funded: 1990/91
Anticipated Completion: December 1992
Title: *Career Advancement Program*

This is a joint project of the Foothills Hospital, Calgary District Hospital Group, and Calgary General Hospital. Over two years, it will investigate the feasibility of developing and implementing a program for nurses to further their professional careers along clinical practice, education, research and management pathways. An Advisory Committee, with wide representation from nurses of all portfolios and staff categories, was established to determine the type of education and systems needed to help nurses meet their clinical, management, education and research responsibilities. Information sessions were held to seek suggestions and support from nursing staff for the development of a career advancement framework. Approximately 33% of the nursing staff at the three organizations have been interviewed. Because of the relatively low participation rate, it is premature to identify career advancement themes. Throughout 1991 and into 1992, nurses will be informed of the Career Advancement Project through presentations by the Project Team and the promotional video. As responses are received from nurses interviewed, themes will be identified and validated within each hospital. These themes will be incorporated into a career framework for nurses. After the framework is drafted, education sessions will be held to explain the concept and seek further input. A decision will then be made as to whether the framework should be implemented.

Foothills Provincial General Hospital, Calgary
Funded: Phase 1: 1989/90; Phase 2: 1990/91
Anticipated Completion: January 1993
Title: *Midwifery Program*

This project will provide a new option in health care for families who are preparing for the birth of a child. It will also increase the personal job satisfaction of nurses and allow for the evaluation of nurse/midwifery care as a part of the health care system. The proposed service will provide care for approximately 250 women each year. The ultimate goal will be to integrate the service within the existing structure of health care for women at Foothills Hospital. Approximately six full-time and part-time nurses/midwives will manage the pregnancy, labour, delivery, and post-partum period of low risk women in a collaborative arrangement with the perinatologist group at the Foothills Hospital. To date, the implementation of the Nurse-Midwifery Program has been even smoother than anticipated. Support of the program by the Departments of Nursing and Obstetrics and Gynecology continues to be strong. It has included the participation of family physicians in the education of nurse-midwives; the attendance, by invitation, of nurse-midwives at the low-risk pregnancy clinic for additional experience; and the referral of the first women to the nurse-midwifery program.

Foothills Provincial General Hospital, Calgary
Funded: 1991/92
Anticipated Completion: March 1992
Title: *Clinical Assessment Centre (Extension)*

This project allows for the ongoing development and extension of the Clinical Assessment Centre. This Centre was established to provide a competency-based assessment of new nurses and nurses transferring to other clinical areas. Project funds will support the development of additional modules: a Mental Health Assessment Package, a Management Package, and an assessment package for LPNs. Performance standards for LPNs will also be developed. Most of these packages are currently being piloted.

Foothills Provincial General Hospital, Calgary
Alberta Children's Hospital, Calgary
Calgary General Hospital (Bow Valley/Peter Lougheed), Calgary
Holy Cross Hospital, Calgary
Rockyview Hospital, Calgary
Funded: 1991/92
Anticipated Completion: June 1992
Title: *Perioperative Nursing Program: Assessment, Plan and Curriculum Development*

This project will investigate the feasibility of implementing a perioperative nursing program which will increase the number of qualified perioperative nurses; and thus enhance patient care and job satisfaction for nurses in the operating room. Funds provided will be used to hire a Nurse Educator who will conduct a needs assessment and develop a

program plan and curricula. An Advisory Committee with representatives from six Calgary hospitals has been established. The Nurse Educator position has not been filled to date (Nov/1991). Key activity for this program will occur during the January-April 1992 period.

High Level-Fort Vermilion Health Unit, High Level
Funded: 1991/92
Anticipated Completion: December 1991
Title: *Public Health In Northern Alberta*

This project will develop a professional video on the Health Unit. This video will demonstrate the importance of nurses in the community and provide an overview of the services available to the general public.

Islay Municipal Hospital, Islay
Funded: 1991/92
Anticipated Completion: September 1991 (Onward)
Title: *Geriatric Nursing Courses*

This project is designed to increase and improve nursing skills and knowledge in geriatrics; and thereby enhance job satisfaction and the quality of patient care. Three RNs are enroled in the Gerontological Nursing Certificate Program for RNs and six LPNs are enroled in the Gerontology Specialist Program for LPNs.

Jubilee Lodge Nursing Home, Edmonton
Funded: 1989/90
Anticipated Completion: Ongoing
Title: *Inservice Education Material*

This project is designed to improve and upgrade staff education, nursing techniques and patient care. It is also expected to increase staff's job satisfaction. An inservice/library room will be established, and textbooks, audio visuals and other equipment such as anatomical models will be purchased.

Jubilee Lodge Nursing Home, Edmonton
Funded: 1991/92
Anticipated Completion: December 1991
Title: *Care of the Cognitively Impaired Elderly*

This project is designed to provide nurses with the knowledge and skills needed to care for the cognitively impaired elderly. Project funds will cover the costs of educational programs; site visits to other units for the cognitively impaired elderly; and equipment and supplies.

Lethbridge Regional Hospital, Lethbridge
Funded: 1989/90
Anticipated Completion: May 1993
Title: *Nurse Educator Effectiveness Comparison*

This project examines the relationship between job satisfaction, clinical competence and resultant patient satisfaction. A full-time unit-based Staff Development Nurse will be hired to coordinate and provide clinical development for the nursing staff on a pre-selected focus unit. The Staff Development Nurse will assess, plan, implement, and evaluate educational strategies that would assist nurses in attaining enhanced levels of clinical competence and job satisfaction. The project will be evaluated to determine whether the institution of a Staff Development Position has a positive impact on individual and group clinical competence and job satisfaction for the nursing staff.

Manville Municipal Hospital, Manville
Funded: 1990/91
Anticipated Completion: October 1992
Title: *Obstetrics Education*

This project is designed to upgrade the clinical skills of registered nurses. All full-time and part-time nurses will receive four weeks of clinical experience in the areas of emergency care, obstetrics and cardiology. To date this program has had a very positive impact on the functioning of the hospital as well as the individual nurse. Having gained experience in another setting, nurses at Manville Hospital are now able to participate in successful administration of streptokinase to a cardiac patient. The hospital is planning to do Caesarean sections. All

nursing staff have recently had an opportunity to participate in this procedure and are keen to be involved in the implementation of this service at Manville Hospital.

Mary Immaculate Hospital, Mundare

Funded: 1990/91
Anticipated Completion: 1992
Title: *Development of Recruitment Package*

This project is designed to recruit nurses for the hospital and thus alleviate the workload problems faced by the existing staff members. Project funds will be used to develop video presentations, tailor-made to the facility, which would be taken to job recruitment "fairs". The presentation would describe the facility and the community, and would ensure, that there is adequate orientation to a small facility for potential nursing candidates. This is considered to be extremely important, as there is some apprehension about the working responsibilities and conditions within small rural hospitals.

Northeast Region Nursing Management, St. Joseph's Hospital

Funded: 1989/90
Anticipated Completion: Summer 1991
Title: *Enhanced Orientation*

This project is designed to develop and coordinate a standardized orientation and certification program for rural hospitals in the Northeast Region of Alberta. Standardized modules have been developed for general hospital-wide orientation, nursing-specific orientation, and Advanced Nursing skills. Each of the modules has been piloted and tested. Two cardiac modules (Basic Arrhythmias and Defibrillation) have been endorsed by the Alberta Health and Stroke Foundation. The hospital has received requests for the completed modules from organizations/individuals within and outside the province. Materials developed from this project are available through Grant MacEwan Community College, Edmonton.

Northeast Region Nursing Management, Redwater General Hospital

Funded: 1991/92
Anticipated Completion: March 1992
Title: *Professional Development for Long Term Care Requirements*

This project will develop a standard nursing orientation and on-going staff development program for rural long term care facilities that can be shared by 20 agencies in the Northeast region. Project funds will cover consultation fees, staff participation, equipment and travel for the project group. The nursing consultant will develop the educational programs in consultation with agencies delivering long term care in the Northeast program. The program will be piloted in four agencies.

Peace River Hospital Complex, Peace River

Funded: 1990/91
Anticipated Completion: March 1991
Title: *In-house Advance Cardiac Life Support Course (ACLS)*

This project will prepare all registered nurses who work in acute care units for the Advanced Cardiac Life Support certificate and annual recertification. Thirty-six registered nurses will receive 12 hours of instruction from a nursing supervisor who has successfully completed the ACLS instructor certificate. All acute care nurses will be certified by March 1991 and recertification will be repeated quarterly.

Provost Municipal Health Care Centre, Provost

Funded: 1990/91
Anticipated Completion: March 1992
Title: *Paid-Inservice Education*

This project is designed to enhance the knowledge and skills of nursing staff. Twelve registered nurses have registered in the Advanced Cardiac Life Skills (ACLS) program. Four out of nine registered nurses have enroled in the Gerontology Certificate Program which will be offered by distance education from Grant MacEwan Community College. Two workshops on minimizing the negative effects of change were presented by Mrs. Joan Trimble, a Chartered Psychologist from Calgary.

Queen Elizabeth II Hospital, Grande Prairie
Funded: 1989/90
Anticipated Completion: March 1992
Title: *Advanced Cardiac Life Support (ACLS)*

This project is designed to help staff in critical care areas develop the highest skill level in dealing with cardiac emergencies; and thus increase the patient's chances of surviving a cardiac arrest. Four instructors and one Medical Director have received their Advanced Cardiac Life Support (ACLS) certificate and instructor training. All critical care staff will be ACLS certified by March 1992.

Raymond Care Centre, Raymond
Funded: 1991/92
Anticipated Completion: Ongoing
Title: *Educational Resource Enrichment*

This project will provide a resource base on psychiatric rehabilitation which is expected to enhance staff's understanding and care of the psycho-socially handicapped individual. Resource material on mental health and rehabilitation will be provided for staff members. Since individuals are being re-integrated into the community, the resource material will be made available to schools, health care professionals, and other individuals.

Red Deer Regional Hospital, Red Deer
Funded: 1990/91
Anticipated Completion: 1992
Title: *Charge Nurse Education*

This project is designed to enhance the leadership and decision-making skills of Nurse Managers, Clinical Coordinators and nurses assuming charge responsibilities. The ACHIEVE (Front-Line Leadership Program) was selected to implement the project. The Front-Line Leadership Program is a training system designed to support managers and supervisors in their expanded leadership role at the frontline of organization performance. It is composed of 23 skill units grouped into six "clusters": Developing Individual Performance, Problem Solving for Individuals and Teams, Managing Change and Information, Developing Team Performance, and Making Organizational Impact. Approximately 75 Nurse Managers, Clinical Coordinators and Charge Nurses were enroled in the program. Nursing managers were able to demonstrate their new leadership skills during the 1991/92 budgeting process. There is evidence that significant improvements have occurred in problem solving, interdisciplinary and interdepartmental collaboration, teamwork, and commitment to the goals of the organization.

Red Deer Regional Hospital, Red Deer
17 Central Alberta Hospitals
Funded: 1991/92
Anticipated Completion: February 1993
Title: *Continuing Education Outreach: Building Nursing Futures*

This project will develop a collaborative education model which is cost-effective, meets expressed needs and contributes to maintaining a high quality of patient care. In keeping with the long-range goals stated in the Rainbow Report, the project fosters a "community care network", and maintains planning, delivery and accountability for services and efficient utilization of resources at the local level. Project activities included: (i) establishment of a Regional Advisory Committee composed of rural and urban members; (ii) joint assessment of educational needs; (iii) collaboration in the development of criteria for program development and delivery, and project evaluation and follow-up activities; (iv) coordination of a centralized body of education resources, which include instructors, special presentations, written materials and audiovisual resources; and (v) provision of preceptoring for rural hospitals.

Redwater General Hospital, Redwater
Funded: 1990/91
Anticipated Completion: March 1993
Title: *Enhanced Education Orientation*

This project is designed to improve the knowledge and skills of LPNs in the area of gerontological nursing. Seven staff successfully completed the course on "Working with the Aged" presented by the Professional Council of Licensed Practical Nurses. The LPNs who completed the course are formally assessing the needs of geriatric patients. In addition, there are signs of improvement in the several patients awaiting Long Term care placement.

Rimbey Auxiliary Hospital, Rimbey

Funded: 1991/92
Anticipated Completion: September 1992
Title: *Long Term Care Staff Development Program - Phase III*

This project is designed to enhance the skills and knowledge of nursing personnel in the area of geriatric speciality training. Eight nurses will enrol in the 4-week certificate program in Clinical Geriatrics at Edmonton General. Nursing Aides (NAs) and LPNs were trained in the first two phases.

Rimbey General Hospital, Rimbey

Funded: 1991/92
Anticipated Completion: December 1991
Title: *Development of a Palliative Care Program*

This project is designed to enhance the skills and knowledge of hospital staff who care for dying patients. Key project activities include: (i) development of a formal Palliative Care Program which will include a philosophy, goals, objectives, policies and procedures and an evaluation process; (ii) a 2-day workshop on Palliative Care, compulsory for all staff, which will be presented by the Cross Cancer Institute; (iii) appointment of staff representation on the Rimbey Community Liaison Group and the Ponoka/Wetaskiwin (county) Palliative Care Council; and (iv) compilation of research material.

Rocky Mountain House General Hospital, Rocky Mountain House

Funded: 1991/92
Anticipated Completion: 1992
Title: *Code "99" Update*

This project is designed to provide RNs in the emergency department with the knowledge and skills needed to deal effectively with cardiac arrest. A modified Advanced Cardiac Life Support course will be provided on site for eighteen RNs who work in the emergency department. Instruction will be provided by an staff member who will be trained as an ACLS instructor.

Royal Alexandra Hospital, Edmonton
University of Alberta Hospitals, Edmonton

Funded: 1991/92
Anticipated Completion: March 1993
Title: *Perinatal Outreach Education Program*

This project will develop, implement and evaluate a Perinatal Outreach Education Program for staff nurses in Level 1 and Level 2 hospitals in Northern and Central Alberta. Benefits expected include reduced stress and increased job satisfaction of nursing staff, improved quality of perinatal care (maternal and infant); increased communication among nurses and physicians; and reduced costs to rural hospitals of continuing education. The educational needs of nurses will be assessed and approximately 50 workshops on obstetrical and neonatal care will be presented in rural hospitals in Northern and Central Alberta by a team of nurses and physicians from the Royal Alexandra Hospital and the University of Alberta Hospitals.

Stettler General & Auxiliary Hospital, Stettler

Funded: 1990/91
Anticipated Completion: March 1993
Title: *Patient Advocate*

This project will establish several short term (3-week) Patient Advocate positions which will be rotated every two months amongst RNs and LPNs. The position will also alternate between the General Hospital and the Long Term Care Hospital. The Patient/Resident Advocate will enhance job satisfaction for the nursing staff by providing direct feedback from the patient. Patient perceptions, fears and compliments will be communicated directly to the providers. The Patient Advocate will participate in decisions that will affect patient care, because he/she will report directly to the Executive Director, rather than to nursing administration. The Patient Advocate will return to his/her regular position with a better understanding of patient/resident needs and their perceptions of nurses and nursing.

Stettler General & Auxiliary Hospital, Stettler
Eastern Region Hospitals
Funded: 1991/92
Anticipated
Completion: 1992
Title: *Physical Examination Assessment*

This project is designed to improve nurses' skill in physical examination and assessment. All nursing staff will attend a 2-day workshop on Physical Assessment. Staff from other hospitals in the East Central Region will be invited to attend. Project funds will cover the costs of an instructor and staff relief.

St. Joseph's General Hospital, Vegreville
Funded: 1989/90
Anticipated
Completion:
Title: *Clinical Needs Assessment*

This project will provide staff in this rural area with the education needed to meet required competency levels in specific clinical speciality areas. The project will increase the amount and type of professional development and educational opportunities available to staff.

St. Theresa General Hospital, Fort Vermilion
Funded: 1990/91
Anticipated
Completion: March 1992
Title: *Diabetic Education Program*

This project is designed to enhance nurses' ability to care for and teach diabetic patients. A formal Diabetic Teaching Program will be developed in conjunction with the Dietary department. Two RNs attended a 2-week clinic at the Edmonton General Diabetic and Metabolic Clinic, and presented recommendations regarding diabetic protocol at a Physician-Nursing Meeting at St. Theresa. Some of the recommended educational material was purchased and the teaching program for inpatients was initiated. The Diabetic Protocol is being assessed by RNs, and new guidelines will be developed in collaboration with medical staff. In addition, St. Theresa Hospital has become a member of the Canadian Diabetic Association.

St. Therese General and Auxiliary Hospital, St. Paul
Health Care Agencies throughout the Northeast Region
Funded: 1991/92
Anticipated
Completion: March 1992
Title: *Lecture Series*

This project will bring continuing educational opportunities to nurses and other health care professionals who work within a predominantly rural region of Northeastern Alberta, where there is usually limited access to such programs. In addition, videos and resource materials will be developed. Topics requested by staff include: nursing care of the acutely-ill neonate, peritoneal dialysis, and coping with shiftwork and current nursing issues. Motivational speakers were requested and Sara Jane Growe will speak in St. Paul on February 6, 1992.

Sundre General Hospital, Sundre
Funded: 1990/91
Anticipated
Completion: March 1992
Title: *Child Care Reimbursement Program*

Nurses with children are sometimes reluctant to attend educational events due to the child care costs involved. This project will reimburse nurses for child care expenses incurred while attending educational events and thus remove one of the barriers to professional advancement faced by nurses with children.

University of Alberta Hospitals, Edmonton
Funded: 1990/91
Anticipated
Completion: April 1993
Title: *Clinical Laddering Project*

This project is designed to: (i) provide opportunities for nurses to advance in clinical practice while maintaining direct contact with the patient; (ii) recognize and reward clinical expertise; (iii) assure a high quality of patient care; and (iv) facilitate recruitment and retention of nurses. A Clinical Advancement Model Committee with representatives from staff nurses, nurse educators, clinical nurse specialists, nurse managers and coordinators was established in 1989. The Performance Based Development System (PBDS) was utilized to develop a 4-level model and general criteria specifying the performance standard expected of nurses at each

level. PBDS is a process driven system which is designed to provide an objective evaluation of both nursing staff and managerial competencies, and to indicate the individualized development and learning activities needed to achieve or further develop specific competencies and skills. PBDS is being implemented in hospital-wide orientation at the University of Alberta Hospitals, and orientation programs in Mental Health and the Surgical Suite/Day Surgery Operating Room. Level 2 standards and assessment/evaluation methods have been completed. The Manager and Preceptor components of PBDS are currently being developed as the initial steps in the establishment of standards, assessment tools and evaluation processes for Level 3 and Level 4 of the Clinical Advancement Model. The Committee has recommended purchase of the Preceptor evaluation component of PBDS, because Preceptor skills are part of the established criteria for the higher levels of the Clinical Advancement Model.

University of Alberta Hospitals, Edmonton

Funded: 1991/92
Anticipated Completion: September 1992
Title: *Certification of Nurses to Provide Epidural Analgesia*

This project will develop a certificate program for RNs in epidural administration of analgesia. It will also assess the cost/benefit of certification of nurses to provide analgesia through indwelling epidural catheters. A total of eighty-four nurses will attend the 3-hour certification course. This project provides an opportunity for nurses to expand their clinical skills and increase their effectiveness as a member of the interdisciplinary team. Administration of analgesics via the epidural route is believed to be a cost-effective way to post-operatively manage patient pain. Currently this method of analgesia can only be administered by physicians in the Department of Anaesthesiology. Unavoidable delays in administration result in less than optimal pain relief, and increased stress for both the patient and the nurse. At the University of Washington Hospital in Seattle, specially trained registered nurses administer analgesics via the epidural route through an indwelling epidural catheter. This extension of the nursing role has essentially eliminated delay in analgesic administration, thereby increasing patient comfort, reducing the occurrence of side effects, fostering early ambulation, and decreasing the incidence of post-operative complications. As development of Acute Pain Services is a rapidly increasing trend in North American hospitals the results of this project could be transferrable to other Alberta hospitals which may wish to develop Acute Pain Services.

Vegreville Auxiliary Hospital & Nursing Home, Vegreville

Funded: 1991/92
Anticipated Completion: December 1992
Title: *LPN Gerontology Specialists*

This project is designed to enhance the knowledge and skills of the LPN in the area of gerontological care. It will also enhance the leadership and management skills of the LPN who must be prepared to work as a professional member of the nursing team in a multidisciplinary setting. Two LPNs will be enroled in the Gerontological Specialist Post-graduate Program offered by the Professional Council of Licensed Practical Nurses (PCLPN).

Vegreville Auxiliary Hospital & Nursing Home, Vegreville

Funded: 1991/92
Anticipated Completion: March 1992
Title: *Clinical Geriatric Experience*

This project is designed to enhance nurses' knowledge and skills in geriatric care, and to strengthen the leadership role of the nurse working in long term care. Two staff nurses will attend the 20-day Certificate Program in Clinical Geriatrics offered by the Youville Geriatric Services at the Edmonton General Hospital. The certified nurses will implement a geriatric nurse preceptorship program for use in orientation. They will also act as a resource to the multidisciplinary team by responding to expressed needs for inservice education in clinical geriatrics.

Wetaskiwin Hospital District, Wetaskiwin

Funded: 1990/91
Anticipated Completion: April 1992
Title: *Indian Culture Education*

This project is designed to increase nurses' knowledge and understanding of native culture and belief systems; and thereby enhance patient care, improve communication between caregivers and native patients, and enhance job satisfaction of nursing staff. A Native Cultural Awareness Advisory Committee

has been formed. This Committee will communicate with nursing staff to ensure that their needs for education on native culture are being met. The program was contracted out to Maskwachees Culture College, a recognized post secondary institution which is dedicated to the teaching and preservation of North American Indian Culture. It is anticipated that each educational module will be videotaped for production of a documentary in the future. Wetaskiwin Hospital has approximately 275-300 nursing staff (full-time, part-time, and casual). Each nurse will receive 9-10 hours instructional time between January and April 1992.

Willowcreek Auxiliary Hospital, Claresholm
Funded: 1990/91
Anticipated Completion: April 1992
Title: *Gerontological Nursing Certificate*

This project provides an opportunity for nursing staff to locally develop nursing expertise in Gerontological Nursing. Lethbridge Community College will provide the program through a combination of distance learning and local workshops. Eight RNs began the first course, "Age and Disability", but two were lost through attrition. Six nurses are currently enroled in this course. Audits of care plans demonstrate a better understanding of age and disability, and RN input to multidisciplinary discussions has increased.

Issue: Childcare

Calgary General Hospital, Calgary
Funded: 1990/91
Anticipated Completion: Spring 1997
Title: *Child Care Feasibility*

This project aims to decrease absenteeism and turnover due to child care concerns. The hospital has initiated planning of an 80-space child care centre. A hospital-wide survey indicated that there was overwhelming interest in a day care facility. Project funds will cover start up costs, including toys and equipment. It is anticipated that once the child care centre begins operation, easy access and the opportunity to visit children during the working day will encourage nurses to return to work after maternity leaves or remain at work while their children are young. Project completion is delayed in conjunction with a future planned capital project.

Cross Cancer Institute, Edmonton
University of Alberta Hospitals, Edmonton
Funded: 1991/92
Anticipated Completion: Ongoing
Title: *Child Care Initiatives*

This project, which is a joint initiative of the Cross Cancer Institute and the University of Alberta Hospitals, continues the development of a comprehensive child care program to facilitate recruitment and retention of staff at the two institutions. It will also serve as a demonstration child care program for the province. The first year of funding would support continuation of a needs assessment, development of a database for evaluation, and establishment of a resource centre for staff. Funds provided in the second year would support development of free-standing daycare facilities.

Issue: Workload Control

CDHG - Rockyview, Calgary
Funded: 1989/90
Anticipated Completion: January 1992
Title: *Workload Control*

This project is a collaborative program with the Department of Medicine which will develop methodology, and implement and evaluate methods to control nursing workloads with respect to patient admissions and discharges. The project will establish: a nursing workload level for each nursing unit based on expected occupancy and patient acuity levels; an admission monitoring system in collaboration with the Admitting Department and Department of Medicine to control the admission patterns to each nursing unit; and an effective discharge planning program and process with the Department of Medicine.

Edmonton Board of Health, Edmonton
Funded: 1991/92
Anticipated Completion: August 1991
Title: *Documentation Review*

This project will review and revise, where necessary, all nursing documentation to ensure that home care nurses have an effective and efficient documentation process. A consultant will work with a group of

Edmonton Home Care Program nurses to develop a documentation system which meets the needs of the program, the clients and the nurses. Concise documentation is needed for efficient and effective management of a community based practice. This project will benefit all players - staff, consumers and the community.

Good Samaritan Auxiliary Hospital, Edmonton
Funded: 1990/91
Anticipated Completion: August 1992
Title: *New Charting System*

This project is designed to increase the job satisfaction of nursing staff by: identifying specific problem areas in the present communication process; and developing, implementing and evaluating strategies to improve the existing documentation process and tools. In the initial phase of the project existing documentation and communication practices were examined to identify strengths, areas of concern and opportunities for change. User Committees with representation from registered nurses, licensed practical nurses, personal care aides, and nursing assistants were formed to develop and implement strategies to address areas of concern identified during the review process. Strategies implemented include: introduction of a multipurpose resident daily care record flowsheet; streamlining of procedures and existing practices for the dispensation of medication; and development of a new system for communicating information among staff on the same or different shifts. The extensive feedback from staff nurses (RN, RPN, LPN, and NA) indicate that, in general, the staff thought that the changes were beneficial. A large percentage of staff members also felt that the project had given them a greater say in decisions which affect their daily work.

Issue: Stress Management

Calgary General Hospital, Calgary
Funded: 1989/90
Anticipated Completion: March 1992
Title: *Stress Education Workshops*

This project was designed to reduce job-related stress and enhance the personal well-being of the caregivers. Workshops on four areas of job-related stress were offered to staff nurses. The four areas were: Enhancing Self Image and Self Concept; Management of Family for Working Parent(s); Professional Deportment; and Career Counselling and Financial Planning. Each staff nurse was provided with one paid day of professional development to attend the workshop. All workshops were well attended and participants felt that the workshops were effective and beneficial.

Calgary Health Services, Calgary
Funded: 1991/92
Anticipated Completion: March 1992
Title: *Peer Support Program*

This project is designed to enhance staff's peer support skills and their understanding of peer support systems. Staff have frequently expressed a need for peer support and opportunities for communication and feedback with their colleagues and the administration on various nursing decisions and client challenges and successes.

CDHG - Rockyview, Calgary
Funded: 1991/92
Anticipated Completion: September 1992
Title: *Meeting Spiritual/Emotional Needs of Caregivers*

This project addresses the spiritual/emotional needs of nurses who work in a palliative care setting. A workshop will be provided for nurses, support staff and other members of the Palliative Care Team. This workshop will discuss the professional and personal identity of nurses; issues arising during patient death; grief and burnout; and the role of the nurse as a patient advocate.

Cross Cancer Institute, Edmonton
Funded: 1990/91
Anticipated Completion: March 1992
Title: *Humour and Music "At Work" Project*

This project is designed to increase staff awareness of the value of and the role that humour and music can play in a healthy work environment. Experiential and educational initiatives implemented include the following: (i) "Thought for the Day" bulletin board; humour/music events during the noon hour; (ii) a

humour/music resource collection; (iii) a workshop on "Humour/Music for Stress Management; and (iv) a humour column in the nursing newsletter. In general, staff have enjoyed the events attended. The most successful humour events were those which entertained staff without requiring much effort on their part.

Foothills Health Unit, High River
Funded: 1991/92
Anticipated Completion: March 1992
Title: *Care for the Caregiver*

This project is designed to enhance the self-care skills of professional caregivers and thereby reduce their stress levels. Nurses will receive instruction on self-care through books, videos and speakers.

Hanna Health Care Complex, Hanna
Funded: 1991/92
Anticipated Completion: June 1991
Title: *Nursing Staff Lounge/Retreat Area*

This project is designed to improve employee wellness. A lounge/retreat area will be provided for nursing staff. This will allow them to rest and interact amongst themselves in isolation from patients/residents.

Lacombe Community Health Care Centre, Lacombe
Funded: 1991/92
Anticipated Completion: April 1992
Title: *Employee Wellness*

This project is designed to address employees needs in the areas of personal development, stress management, confidence building, interpersonal relationships and communication. Eighteen personal development workshops will be held to accommodate approximately 50 employees (RNs, LPNs, and Nurse Managers).

Stettler Hospital Complex, Stettler
Stettler Health Unit, Stettler
Eastern Region Hospitals
Funded: 1991/92
Anticipated Completion: Spring 1992
Title: *Workshop on "Stress/Motivation/ Self Esteem"*

This project is designed to alleviate work-related stress and motivate and build self esteem in employees. The hospital will provide 1-day workshops on stress, motivation and self-esteem for approximately 77 nurses. Two keynote speakers will conduct the workshop and staff from other health care agencies in the district will be invited to attend. Project funds will cover the costs of the speakers and staff relief.

St. Mary's Hospital, Camrose
Funded: 1991/92
Anticipated Completion: January 1992
Title: *Stress Management/Assertiveness*

This project is designed to provide nurses with information on the sources of stress in their lives, beliefs and behaviour which may increase stress, and practical tools for dealing with stress and communication problems. Approximately 60 nurses are expected to attend an adjusted program in Stress/Management Assertiveness Training and Self Esteem developed by the staff of the Psychiatric Unit for psychiatric patients in the hospital. A secondary benefit would be to de-mystify the Psychiatric Unit. Four 1-day workshops will be provided over the year.

Vermilion Health Care Complex, Vermilion
Funded: 1991/92
Anticipated Completion: November 1992
Title: *Employee Funded Relief Program*

The Employee Funded Relief Program is a system by which nursing staff are allowed, with prior approval of the employer, to defer salaries and benefits to finance a future leave of absence. Extended paid leave allows time for rejuvenation, remotivation and revitalization. Employees would be allowed 6 - 12 months leave for any reason. Project activities include: (i) hiring of a consultant who would develop guidelines for benefit payments, and tenders for financial institutions wishing to administer funds

generated by the deferred salaries; (ii) modification of the payroll system to accommodate changes required for deferred payments; and (iii) development of employee information booklets and application forms. Inservice time would be provided to all who wish to participate in the program.

Issue: Scheduling

Calgary Health Services, Calgary
Funded: 1991/92
Anticipated Completion: September 1991
Title: *Flexible Working Schedules for Community Health Nurses*

This project assesses the feasibility of flexible work schedules for community health nurses and its implications for patients, staff and management.

Medicine Hat Regional Hospital, Medicine Hat
Funded: 1989/90
Anticipated Completion: March 1992
Title: *Self-Scheduling*

The purpose of this project is to investigate and implement alternative forms of work scheduling which would meet the needs of both the individual and the organization. Staff nurses were surveyed to determine their satisfaction with existing schedules. Seventy-nine per cent of respondents were satisfied with their ability to work the shift of their choice. However, 38% were dissatisfied with the amount of weekend time off. About 229 persons, (79.5% of the nursing staff) attended inservice sessions which described five scheduling alternatives: self-scheduling, job sharing, Baylor Plan (weekend alternative), housewife shifts, and changing shift hour times. The results of the inservice evaluation and discussions at unit staff meetings indicated that participants were most interested in self-scheduling. Pilot projects in self-scheduling are currently in progress.

Misericordia Hospital, Edmonton
Funded: 1989/90
Anticipated Completion: September 1992
Title: *Scheduling*

This project is designed to enhance the work life of nursing staff through innovative scheduling. A scheduling facilitator was hired to investigate and assess computerized staff systems and implement the selected scheduling system.

Issue: Safety

Calgary Health Services, Calgary
Funded: 1991/92
Anticipated Completion: December 1991
Title: *Coping with Abuse in the Community*

This project aims to enhance the safety of community health and home care nurses. Two workshops will be held to teach nurses how to detect potentially dangerous situations, and techniques for defusing or dealing with abusive situations.

High River General & Auxiliary Hospital, High River
Funded: 1990/91
Anticipated Completion: January 1993
Title: *Patient Transfer Assessment Program*

This project aims to decrease musculoskeletal injuries in the nursing staff. All staff members (RNs, LPNs, RPNs, Nurse Managers) will attend the Patient Transfer Program presented by Foothills General Hospital, Calgary. About 55 individuals will benefit from the program. There have been no new injuries to hospitals staff since the initiation of the program.

High River General & Auxiliary Hospital, High River

Funded: 1990/91
Anticipated Completion: October 1992
Title: *Patient Assault Response Training*

This project aims to prevent assaultive incidents, and to help staff execute safe solutions to incidents which occur. Seven staff members will attend a 2-day workshop at the Claresholm Care Centre. This workshop will provide instruction on crisis intervention and physical techniques that minimize the risks to staff and clients in assaultive incidents. A part-time Patient Assault Response Training Coordinator will be hired to develop policies and procedures. From January 1992 individuals who attended the workshop will train 16 staff members per month.

Red Deer Regional Hospital, Red Deer

Funded: 1989/90
Anticipated Completion: June 1992
Title: *Professional Assault Response Training (PART)*

This project is designed to: reduce the incidence of assaultive behaviour and injury; to improve the ability of staff to assess and take preventative action to avoid assault whenever possible; and to protect themselves and others from abusive behaviour. A 2-day Professional Assault Response Training Program (PART) was offered to all staff in Long Term Care; primarily direct care providers employed on Psychiatry and Emergency; three medical units in Acute Care and all staff in Safety and Security. A 1-day PART course was offered to other staff in Acute Care. A team of PART instructors will be established and maintained (four each from Acute Care and Long Term Care). Instructors will teach two courses per year and must be recertified every three years. In addition, policies and procedures for aggressive behaviour management will be established. As of December 1991, approximately 450 staff members had been trained. Participants have indicated that the training program has increased their awareness of and ability to deal with abusive incidents. Statistical data on patient abusiveness indicates that incidents of patient abuse resulting in injury to staff and other residents have decreased although the total number of reported incidents of patient abuse has increased. The latter statistic can be viewed as a positive outcome of the program, if it is a reflection of heightened staff awareness that abusive incidents should be reported.

LIST OF APPENDICES

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Terms of Reference - Advisory Committee

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Criteria for Funding Projects

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Projects Recommended Under the 1992-93 Job Enhancement Fund

Appendix A
Job Enhancement Advisory Committee
Terms of Reference

PURPOSE: To advise the Minister of Health on initiatives in Alberta hospitals, nursing homes, community health units, and mental health agencies to promote the retention and job satisfaction of nursing personnel.

MANDATE: To assist in the implementation of the Job Enhancement Fund by recommending:

- an application process for eligible agencies submitting proposals;
- selection guidelines for proposal review;
- pilot projects for government consideration; and
- guidelines for the type of activities eligible for support through earmarked funds in hospital budgets for job enhancement initiatives.

To assist in the review of staffing guidelines.

To advise on any other nursing-related matters referred by the Minister for the Committee's consideration.

COMPOSITION: The twelve member Advisory Committee is chaired by Nora Greenley, Vice-President, Patient Care Services, Calgary Alberta Children's Hospital. The Vice Chairman is Hildegard Campsall, Executive Director, Peace River Health Unit.

The Committee includes representatives from the following organizations:

Employer

- Alberta Healthcare Association (1 representative)
- Alberta Long Term Care Association (1 representative)
- Council of Teaching Hospitals of Alberta (1 representative)
- Rural Health Care Association of Alberta (1 representative)

Nursing Personnel

- Alberta Association of Registered Nurses (3 representatives)
- Professional Council of Licensed Practical Nurses (1 representative)
- Registered Psychiatric Nurses Association of Alberta (1 representative)

Physicians

- College of Physicians and Surgeons of Alberta (1 representative)

Government

- Alberta Health (represented in an ex-officio capacity)

Appendix B
Members of the Advisory Committee

Committee Members

Ms. Nora Greenley
Vice President
Patient Services
Alberta Children's Hospital
Calgary, Alberta
Chairman,
Appointed by Minister

Ms. Hildegard Campsall
Executive Director
Peace River Health Unit
Peace River, Alberta
Vice Chairman,
Appointed by Minister

Ms. Donna Armann
Director of Nursing
Cross Cancer Institute
Edmonton, Alberta
Alberta Association of Registered Nurses (AARN)

Ms. Shirley Bond
Administrator
George Boyack Nursing Home
Calgary, Alberta
Alberta Long Term Care Association (ALTCA)

Dr. Grant Campbell*
Family Physician
Links Clinic
Edmonton, Alberta
College of Physicians and Surgeons of Alberta

Ms. Marilyn Foxford*
Staff Nurse
Mineral Springs Hospital
Banff, Alberta
Alberta Association of Registered Nurses (AARN)

* New Appointment: June, 1991

Mr. Don Schurman
President
University of Alberta Hospitals
Edmonton, Alberta
Council of Teaching Hospitals of Alberta (COTHA)

Mr. Tom Seaman
Executive Director
Medicine Hat Regional Hospital
Medicine Hat, Alberta
Alberta Healthcare Association (AHA)

Mr. Lavern Sorgaard
Board Chairman
Queen Elizabeth II Hospital
Grande Prairie, Alberta
Rural Health Care Association of Alberta (RHCAA)

Ms. Grace Stanley
Unit Director
Rockyview Hospital
Calgary, Alberta
Alberta Association of Registered Nurses (AARN)

Ms. Myrna Stokowski
Staff Nurse
Royal Alexandra Hospital
Edmonton, Alberta
Provincial Council of Licensed Practical Nurses (PCLPN)

Ms. Jo Winter
Staff Nurse
Foothills Hospital
Calgary, Alberta
(Now President - Registered Psychiatric Nurses Association of Alberta (RPNAA)

Previous Members

Ms. Marlene Meyers
President
Calgary General Hospital
Calgary, Alberta
Chairman
(1989 - 1991)

Dr. Tim Burns
Internal Medicine
Camrose, Alberta
College of Physicians and Surgeons of Alberta
(1989 - 1991)

Ms. Jeanette Sandstra
Staff Nurse
Rocky Mountain House General Hospital
Rocky Mountain House, Alberta
Alberta Association of Registered Nurses (AARN)
(1989 - 1991)

Alberta Health (Ex-Officio)

Ms. Sharon E. Snell
Provincial Nursing Consultant

Ms. Anne E. Givens
Patient Care Consultant
North Region
Hospital Services Branch

Mr. Orrin Lyseng
Provincial Coordinator
Mental Health Promotion

Project Support Staff

Ms. Sara Wright
Project Coordinator

Ms. Keoma Nelson
Administrative Assistant - Secretary

Appendix C
Job Enhancement Fund
Grant Categories

The grant categories were developed from a retrospective analysis of projects approved in the first two years of the Job Enhancement Initiative and a review of the nursing literature related to worklife issues.

1. Decision Making/Management Practice

Meaningful input to clinical, administrative, policy, budget and board decision making processes is required as well as more autonomy in day to day decision making. The problem of lack of input to decision making may relate to management values, practices and attitudes that result in a command or hierarchical organizational structure.

2. Team Building/Communication

Team building among all members of the health care team is identified as a means to establishing cooperative patient centred care and respect for the contribution that each person makes. Communication includes lateral, vertical, departmental and inter-departmental two-way communications.

3. Recognition of Knowledge, Skills and Ability

Recognition of knowledge, skills and ability results in increased esteem, motivation, satisfaction and effectiveness. Opportunities for clinical advancement or promotion, innovation in meeting special needs of patients, and professional development to enhance knowledge and skills are viewed as forms of recognition.

4. Childcare

Because nurses are predominantly female there is a problem with availability of childcare facilities especially for evenings, nights, weekends and call back on short notice.

5. Workload Control

Workload control refers to the development of new systems that free up nurses to provide direct quality care. New documentation/charting systems or collaborative decision making processes that support the use of nursing patient classification information to control workload are examples.

6. Stress Management

This issue relates to the diverse, often unpredictable, demands placed on health care workers because of the intense, demanding, nature of their work, the demands of personal life, and the strategies that might assist employees to better cope with stress.

7. Scheduling

The scheduling category relates to nurses' concerns with hours of work and lack of flexibility in planning personal life. Self scheduling, improved rotations, modified work weeks and job sharing are examples of initiatives to address this issue.

8. Safety

The safety category addresses hazards in the work place with a focus on staff safety.

9. Non Nursing Duties

Non nursing duties include the tasks that can be done more cost-effectively by other categories of workers. Examples include portering, cleaning, stocking supplies, secretarial/receptionist functions and the like.

Appendix D
Job Enhancement Fund
Criteria for Funding Projects

1. Support Throughout Organization

-Evidence of nursing staff input to identification and priority setting of issues for job enhancement.
-Inclusion of consultation and communication with all appropriate nursing staff in proposal development.
-Identifies others in addition to nurses in target groups who would directly benefit or be impacted by initiative.
-Input from target groups, other than nursing, in development of proposal.

2. Objectives

-Clearly stated and measurable.
-Includes a focus on outcomes; positive change in quality of work life or professional recognition as a result of proposal.

3. Innovative

-New method of doing things for the particular organization that will enhance nurse satisfaction.

4. Universal Application

-New process could be readily used by other organizations.
-End product could be implemented in other organizations without a major cost impact.

5. Implementation Plan

-Outlines major activities for implementation - not only completion of tasks (phases/steps).
-Timelines appear to be realistic.

6. Budget

-Budget is complete, including cost share, and clearly related to implementation plan.

7. Evaluation

-Identifies plan to monitor project while in progress (concurrent).
-Includes plan to conduct evaluation after project is completed (post completion).
-Includes milestones that reflect significant outcomes as measures of progress.

8. Overall Quality of Proposal: Will Make a Difference in Long Run

-A well thought through proposal that is well integrated. It not only meets the technical requirements but also demonstrates a clear understanding of the purposes of job enhancement as reflected in discussion of issues and goal statement.

Note: Detailed information is included in the application package for proposals submitted under the Job Enhancement Fund.

Appendix E
Funded Projects Listed by Agency

Page

Alberta Children's Hospital - Calgary

89/90 Childcare Feasibility Study ($11,680) 10
89/90 Mobile Clinical Skills Lab($1,800) 4
89/90 On-site Leadership Development Program ($9,600) 13
90/91 Expanded Orientation ($40,000) 4

Alberta East Central Health Unit

91/92 Health Unit Work Life Enhancement ($53,511) 15

Alberta Mental Health - Lethbridge

91/92 Chronic Psychiatric Patients ($3,400) 17
91/92 Psycho-Geriatric Services ($1,560) 18

Alberta Mental Health - Peace River

91/92 Video Library ($3,400) 18

Alberta Hospital - Edmonton

90/91 Growth in Clinical Expertise ($16,648) 18
91/92 Learning Modules for Psychiatric Aides ($23,702) 18

Alberta West Central Health Unit

91/92 Nurse Educator/Developer ($51,276) 15

Bassano General Hospital

90/91 Emergency Medicine Education ($860) 14
90/91 Physical Assessment Course ($3,858) 5

Beaverlodge Municipal Hospital/Hythe Hospital

91/92 Enhanced Education and Professional Development ($33,741) 18

Bethany Care Centre - Airdrie

90/91 Leadership Training ($10,645) 13
91/92 Quality Assurance Program ($29,268) 15

Bethany Care Centre - Camrose

90/91 Quality Circles ($37,815) 13
91/92 Family Support Series ($7,825) 18

Bow Island Health Care Centre
90/91 Education ($5,675) 5
91/92 Transitional Unit ($17,000) 18

Brooks Health Centre
90/91 Professional Assault Response Training ($3,240) 12
91/92 Ethical Decision-Making ($78,750) 13

Calgary General Hospital
89/90 Stress Education Workshops ($44,000) 30
89/90 Automated Self-Scheduling Project ($82,000) 12
90/91 Child Care Feasibility ($86,600) 29
91/92 Time:Text A Priority Management System ($4,410) 19
91/92 A Bias for Action ($17,625) 14

Calgary Health Services
91/92 Flexible Working Scheduling for Community Health Nurses ($4,876) 32
91/92 Peer Support Program ($17,775) 30
91/92 Coping with Abuse in the Community ($24,495) 32

Carewest Administrative Centre - Calgary
89/90 Enhanced Education and Staff Development - Phase I ($87,000) 19
90/91 Enhanced Education and Staff Development - Phase II ($167,600) 19
91/92 Practice/Program for the Care of Persons with Psychogeriatric Concerns ($81,080) 19

Calgary District Hospital Group (CDHG) - Colonel Belcher
89/90 LPN Gerontology Education ($10,000) 5
91/92 Rehabilitation Training for LPNs (50,000) 19
91/92 Enhancing Nurse Involvement in Discharge Planning ($4,800) 15

Calgary District Hospital Group (CDHG) - Holy Cross
90/91 Communications and Assertiveness Training ($40,253) 19
90/91 Diabetic Education ($31,600) 20
91/92 Family Systems Nursing - Medical/Surgical Project ($31,045) 16

Calgary District Hospital Group (CDHG) - Rockyview
89/90 Unit Retreat ($10,500) 4
89/90 Workload Control ($44,000) 29
90/91 Gerontology Education - Nursing Elderly Patients in Acute Care ($110,400) 20
90/91 Cooperative Care Demonstrative Unit ($102,000) 20
91/92 Pre-Operative Teaching Program ($1,590) 20
91/92 Meeting Spiritual/Emotional Needs of Caregivers ($8,000) 30

Charles Camsell Hospital - Edmonton
89/90 Nursing Lounge ($6,000) 11
89/90 Health Assessment Course ($3,625) 5

Claresholm General Hospital
90/91 Health Assessment Course ($4,000) 5
90/91 Focus on Excellence Program ($19,393) 21
91/92 Nursing Wellness Centre ($10,707) 21

Cross Cancer Institute - Edmonton
89/90 Oncology Nursing Program ($57,500) 5
89/90 Community Liaison Nurse Position ($58,730) 6
90/91 Humour and Music "At Work" Project ($28,000) 30
91/92 Research Utilization Committee ($66,517) 21
91/92 Child Care Initiatives ($50,556) 29

Crowsnest Pass Health Care Centre
90/91 Employee Family Assistance Program ($8,400) 12

Daysland General Hospital
91/92 Shared Governance ($4,675) 14

Edmonton Board of Health
91/92 Documentation Review ($24,500) 29

Extendicare Health Services Inc. - Edmonton
90/91 Learning Needs Assessment ($48,445) 21

Father Lacombe Nursing Home - Calgary
91/92 Skill Development ($25,300) 21

Foothills Health Unit
91/92 Care for the Caregiver ($2,000) 31

Foothills Provincial General Hospital - Calgary
89/90 Clinical Assessment Centre ($161,919) 6
89/90 Family Nursing in a Tertiary Care Setting ($30,743) 21
90/91 Career Advancement Program ($195,265) 22
90/91 Midwifery Program ($125,180) 22
91/92 Clinical Assessment Centre - Extension ($40,825) 22
91/92 Perioperative Nursing Program: Assessment, Plan and Curriculum Development ($43,215) 22
91/92 Reactivation Program for the Elderly Patient in a Surgical Setting ($55,093) 16

Fort Macleod Health Care Centre
90/91 Continuing Education ($926) 6

Fort Saskatchewan General Hospital
89/90 Advanced Obstetrical Teaching Program ($6,030) 6
91/92 Multi-Agency Approach to Geriatric Care ($6,112) 16

Glenrose Rehabilitation Hospital
89/90 Rehabilitation Nurse Education ($49,450) 6
91/92 Interdisciplinary Patient Care Team ($57,435) 16

Good Samaritan Auxiliary Hospital
90/91 New Charting System ($68,402) 30

Grey Nuns Hospital
89/90 Palliative Care Nursing Program ($20,700) 7
90/91 Emergency Nurse Exchange ($12,930) 7
90/91 Home Care/Acute Care Exchange Program ($3,315) 7
91/92 Interdisciplinary Model for Patient Care Delivery ($110,782) 16

Hanna Health Care Complex
91/92 Nursing Staff Lounge/Retreat Area ($4,450) 31

High Level - Fort Vermilion Health Unit
91/92 Public Health in Northern Alberta ($32,684) 23

High River General & Auxiliary Hospital
90/91 Patient Transfer Assessment Program ($9,230) 32
90/91 Patient Assault Training Program ($6,016) 33

Islay Municipal Hospital
91/92 Geriatric Nursing Courses ($10,000) 23

Jubilee Lodge Nursing Home
89/90 Inservice Education Material ($1,800) 23
91/92 Care of the Cognitively Impaired Elderly ($11,100) 23

Lacombe Community Health Care Centre
91/92 Employee Wellness ($3,150) 31

Lethbridge Regional Hospital
89/90 Nurse Educator Effectiveness Comparison ($54,420) 23

Lynwood Extended Care Centre - Hospital District #24
89/90 Quality Circles ($44,123) 14

Manville Municipal Hospital
90/91 Obstetrics Education ($50,400) 23

Mary Immaculate Hospital of Mundare
89/90 Non Nursing Duties ($8,500) 12
90/91 Development of Recruitment Package ($12,750) 24

Mayfair Nursing Home
90/91 Caring for the Elderly in the Nursing Home Setting ($56,494) 8

Medicine Hat Regional Hospital
89/90 Self-Scheduling ($85,460) 32

Misericordia Hospital
89/90 Scheduling ($52,500) 32
90/91 Nursing in the Nineties Conference ($2,750) 4

Northcott Lodge Nursing Home
89/90 Long Term Care Inservice Enhancement ($1,000) 8

Northeast Region Nursing Management
89/90 Enhanced Orientation ($52,500) 24
91/92 Professional Development for Long Term Care Requirements ($55,000) 24

Peace River Hospital Complex
90/91 Inhouse Advanced Cardiac Life Support Course ($8,000) 24

Provost Municipal Health Care Centre
90/91 Paid Inservice Education ($16,333) 24

Queen Elizabeth II Hospital
89/90 Advanced Cardiac Life Support ($9,900) 25
89/90 Extended Hours for Child Care ($82,600) 11
91/92 Decentralized Unit Management ($100,000) 14

Raymond Care Centre
91/92 Educational Resources Enrichment ($5,885) 25

Raymond General Hospital
89/90 Inservice Program - Orientation for New Recruits ($24,900) 8

Red Deer Regional Health Unit
91/92 Unit Multidisciplinary Management Development and Team Building Program ($88,600) 17

Red Deer Regional Hospital
89/90 Professional Assault Response Training ($62,805) 33
90/91 Charge Nurse Education ($33,000) 25
91/92 Continuing Education Outreach: Building Nursing Futures ($172,368) 25

Redwater General Hospital
90/91 Enhanced Education Orientation ($25,760) 25

Rimbey Auxiliary Hospital
91/92 Long Term Care Staff Development Program, Phase III ($31,276) 26

Rimbey General Hospital
91/92 Development of a Palliative Care Program ($11,713) 26

Rivercrest Lodge, Fort Saskatchewan
89/90 Inservice Education Material ($1,800) 8

Rocky Mountain House General Hospital
91/92 "Code 99" Update ($4,950) 26

Royal Alexandra Hospital
90/91 Preceptorship Program in the Adult and Neonatal Intensive Care Units ($24,400) 8
91/91 Perinatal Outreach Education Program ($48,897) 26

Salvation Army Grace Hospital - Calgary
89/90 Orientation and Preceptorship Project ($64,072) 9

Stettler General & Auxiliary Hospital
89/90 Nursing Education ($3,600) 9
90/91 Patient Advocate ($9,500) 26
91/92 Physical Examinations and Assessment Workshops ($9,800) 27
91/92 Workshop on "Stress/Motivation/Self-Esteem" ($11,500) 31

St. John's Hospital - Edson
89/90 Charting System Project ($14,210) 11

St. Joseph's General Hospital - Vegreville
89/90 Clinical Needs Assessment ($84,200) 27

St. Mary's Hospital - Camrose
91/92 LPN Workshop ($1,100) 9
91/92 Stress Management/ Assertiveness ($4,362) 31

St. Michael's Extended Care Centre - Edmonton
90/91 Self Care for the Caregiver ($4,120) 9

St. Michael's Hospital - Lethbridge
89/90 Learning Needs Assessment Project ($38,250) 9

St. Theresa General Hospital - Fort Vermilion
90/91 Diabetic Education Program ($26,490) 27

St. Therese General & Auxiliary Hospital - St. Paul
91/92 Lecture Series ($7,840) 27

Sundre General Hospital
90/91 Childcare Reimbursement Program ($1,447) 27

Tom Baker Cancer Centre
91/92 Interactive Model for Nursing Practice ($80,500) 17

University of Alberta Hospitals
90/91 Clinical Laddering Project ($211,500) 27
90/91 Childcare Feasibility Study ($15,000) 11
91/92 Certification of Nurses to Provide Epidural Analgesia ($11,890) 228
91/92 Case Management Project ($30,000) 17
91/92 Facilitating Staff Nurse Involvement in Shared Governance Structures ($41,045) 14

Valleyview Health Centre
90/91 Mental Health Hospital Based Pilot Project ($39,300) 10

Vegreville Auxiliary Hospital and Nursing Home
91/92 LPN Gerontology Specialist ($7,740) 28
91/92 Clinical Geriatric Experience ($11,475) 28

Vermilion Health Care Complex
91/92 Employee Funded Relief Program ($5,482) 31

Wetaskiwin General Hospital
90/91 Indian Culture Education ($69,184) 28

Willowcreek Auxiliary Hospital
90/91 Gerontological Nursing Certificate ($10,560) 29

Youville Nursing Home - St. Albert
89/90 Enhancement of Unit Orientation ($3,490) 10
90/91 Health Assessment Workshop ($765) 10

Appendix F:
Sample Letter of Understanding

Dear Administrator/CEO:

Your facility has been approved for an accountable advance grant of $_____ from the 1991-92 Job Enhancement Fund for a pilot project entitled, "____" (reference #). This grant is subject to the following conditions outlined in this letter.

A progress report and a financial statement (as attached) will be provided for each six month period of the project ending September 30 and March 31 of each fiscal year. Reports and statements will be submitted to the Job Enhancement Project Co-ordinator within two months of each six month reporting period.

The progress report will include a statement of the current status of the project and its relationship to the implementation plan and objectives previously outlined in the project proposal. Any constraints to implementation will be included in the report. Where a project is planned to extend beyond one fiscal year, unspent grant funds will be carried forward to the next fiscal year.

Within sixty days of completion of the project, including evaluation, a final report (two copies) and financial statement will be provided to the Project Co-ordinator. The financial statement will also be submitted to Alberta Health with the annual return. Interest earned on the grant funds forms part of the project grant and will be reported as income. Any unspent grant funds are to be refunded to the Provincial Treasurer.

The final evaluation report will include an executive summary, statements concerning the purpose and objectives of the work, materials developed, results achieved, recommendations, and an evaluation of the project.

Any work, information or material generated from this project, regardless of form and copyright, will be made available to other interested publicly funded agencies in Alberta. Alberta residents may be charged a fee for reproduction and distribution of materials. This fee will be limited to the actual cost of reproduction or duplication of the material and does not include any development cost. The Job Enhancement Advisory Committee retains the right to reproduce and distribute the materials as well.

.../2

Any media, and material published or produced under this grant, including advertisements, will acknowledge the support of the Alberta Health Job Enhancement Fund.

Your facility will assist in the evaluation of the effectiveness of the Job Enhancement Fund including publications as may be required.

All reports will be sent to:

Sara Wright
Project Co-ordinator
Job Enhancement Advisory Committee
Box 2222, 10025 - Jasper Avenue
Edmonton, Alberta
T5J 2P4

If you are in agreement with the foregoing conditions please sign and return a duplicate of this letter to the undersigned as formal acknowledgement of your acceptance. A payment will then be issued to your facility as soon as possible.

Yours truly,

cc:

I accept the above conditions.

_____, 1991 _____
Date Signature

Appendix G:
Projects Recommended
Under the 1992-93 Job Enhancement Fund

INPUT TO DECISION MAKING

Agency*	Project Title	Grant
Alberta Hospital Edmonton	The Planning of a Shared Governance Nursing Department Structure	$62,808
Calgary General Hospital	Strengthening Practice through Research Utilization	$75,838
CDHG - Holy Cross	Leadership Development for Staff Nurses	$36,865
Cross Cancer Institute	Research Evaluation and Decentralization Project	$66,349
Killam General Hospital	Nursing Committee - Shared Governance	$17,497
Misericordia Hospital *In participation with: COTHA*	Invitational Conference II	$4,000
Tofield Health Centre	Standards of Practice Committee	$7,060
Vegreville Auxiliary Hospital	Management Skills for Front-line Nurses	$15,678

COMMUNICATION/TEAM BUILDING

Airdrie - Bethany Care Centre	Fostering, Building and Nurturing Relationships	$6,120
Alberta East Central Health Unit	Health Unit Work Life Enhancement	$70,174

*Note: Due to time constraints, not all participants are included in this preliminary listing.

Alberta Mental Health - Calgary *In participation with: Foothills, Rockyview, Holy Cross, Calgary General, Peter Lougheed, Canadian Mental Health Assoc., Calgary Assoc. of Self Help, Family Therapy Program -U of C, Wood's Home*	Improving Compliance and Continuity of Care by an Integrated Tracking Program	$72,500
Alberta Mental Health - Cochrane	Team Wellness: Greeting the Challenge of Change	$17,150
Alberta West Central Health Unit *In participation with: Hinton General Hospital*	Nurse Educator/Developer	$51,276
Athabasca General & Auxiliary Hospital	"Unity"	$4,750
Bethany - Calgary	Integrating Family Members into the Health Care Team	$34,692
Brooks Health Care Centre *In participation with: Bassano Hospital, S.E. Alberta Homecare - Brooks/Bassano*	Chronic Pain Management - Improved Outcomes and Improved Utilization of Resources	$46,250
Calgary Foothills Hospital	Defining the Role of LPN's in Acute Care - Facilitating the Process of Change	$35,597
Calgary General Hospital *In participation with: Community Health Liaison Nurse, Calgary Breastfeeding Clinic Lactation Consultant*	Breastfeeding Resource Centre	$65,600
CDHG - Rockyview	Dynamics of Professional Growth for Critical Care Nurses	$11,684

Consort Municipal Hospital *In participation with:* *Big Country Health Unit*	Communication and Team Building Seminar Using Humour as a Vehicle	$2,369
Crowsnest Pass Health Care Centre	Developing Working Relationships to Promote Early Hospital Discharge	$8,418
Drayton Valley & District Health Complex	"Pulling Together"	$35,000
Extendicare Health Services Inc. *In participation with:* *17 nursing homes in Alberta*	Educational Program: Care Assessment and Planning System	$28,490
Fairview Health Complex	Multidisciplinary Response to Out of Control Behaviour in the Elderly	$12,318
Fort Macleod Health Care Centre *In participation with:* *Lethbridge Regional Hospital*	Team Building in Response To, and In Anticipation Of, Change	$8,029
Fort McMurray & District Health Unit *In participation with:* *Occupation Health Services of Keyano College, Syncrude and Suncor, Alberta Mental Health Counsellors*	Empowering Nurses through Knowledge of Roles and Improved Communication	$9,510
Grimshaw/Berwyn & District Hospital	Communication Skills and Stress Management Workshop	$6,326
Magrath General Hospital	Planning Retreat - Coping with Rapid Change	$19,812
Medicine Hat Regional Hospital	Integration of Nursing and Recreation Services to Augment the Well Being of Extended Care Patients	$17,200

Red Deer Regional Health Unit *In participation with: Satellite offices in Lacombe, Sylvan Lake, Rocky Mnt. House, Innisfail & Delburne*	Multidisciplinary Community Development Training Project	$68,450
Rimbey Auxiliary Hospital & Nursing Home	Facilitating Change: An Interdisciplinary Holistic Health Promotion Plan	$55,000
Sturgeon Health Unit *In participation with: Barrhead General Hospital, Dr. W. R. Keir Care Centre*	Development of Nursing Exchange Visits	$8,135
Taber & District Health Care Complex	"Now that the Doors are Locked, Who Holds the Key?"	$11,400
Youville Nursing Home	Enhancement of the Nursing Role and Effective Team	$44,015
	RECOGNITION	
Alberta Mental Health - Edmonton	Developing and Implementing Nursing Research Skills	$71,500
Breton General Hospital	Knowledge of Excellence	$25,240
Brooks Health Centre	Gerontology Training Program	$16,480
Calgary Foothills Hospital	Geriatric Staff Orientation to Community Services & Resources	$8,643
Calgary Foothills Hospital	Resource Nurse Teaching Program/High Tech Skills Lab: Patient Education	$29,288
Canmore General Hospital *In participation with: Stoney Health Centre*	Cross Cultural Nursing Practice Project	$19,500
Cross Cancer Institute	Oncology Nursing Outreach Program	$87,470

Edmonton Board of Health *In participation with:* *Staff Nurse's Association*	Peer Consultation	$35,857
Glenrose Rehabilitation Hospital	Development and Formalization of a Preceptorship Program for Rehabilitation Nursing Staff	$36,908
Grey Nuns Hospital	Education Program: Caring for the Cognitively Impaired Elderly in an Institutional Setting	$51,400
High Level-Fort Vermilion Health Unit	Building Blocks to Health and Happiness	$6,000
Lacombe Community Health Care Centre *In participation with:* *Red Deer Regional Hospital, Central Alberta Inservice Educators Group*	Learning Centres	$24,250
Medicine Hat Regional Hospital	Learning, Computers & Emergency Nursing	$77,700
Oilfields General Hospital	Development of Rural Hospital Resource Teams	$17,620
Peace River Health Unit *In participation with:* *Sagitawa Friendship Centre, Peace River Mental Health Clinic*	Native Awareness	$35,947
Raymond Care Centre	Psychiatric Rehabilitation Consultation and Research	$27,500
Rimbey General Hospital *In participation with:* *Wetoka Health Unit, Rimbey & Dist. Health Care Centre*	Collaborative Approach to Enhanced Obstetrical Care	$19,714

Royal Alexandra Hospital *In participation with:* *Edmonton Board of Health*	Development of a Hospital-wide Multicultural Awareness and Health Education Program	$51,217
Salvation Army Grace Hospital *In participation with:* *Red Deer Regional & Medicine Hat Regional Hospitals*	Development of Standardized Self Learning Modules to Orient Staff to Level II Nursery Skills	$55,000
University of Alberta Hospitals (Firefighters Burn Treatment Unit)	Expertise in Burn Nursing	$19,124

CHILDCARE

Fort Macleod Health Care Centre *In participation with:* *Sunshine Kids Daycare*	Subsidized Daycare for Shiftworkers	$7,370

STRESS MANAGEMENT

Alberta Hospital - Ponoka	Traumatic Incident Follow-Up	$39,187
Cross Cancer Institute *In participation with:* *Staff Nurses Association of Alberta*	Shift Work Adaptation	$70,496
Raymond General Hospital	Humour Project - Medic Laughademic	$7,320
Rocky Mountain House General & Auxiliary Hospital & Nursing Home District #49	Stop the Rut and Drain Syndrome	$21,000
St. Mary's Health Care Centre -Trochu	Personal Best I	$15,750
University of Alberta Hospitals	Dealing with Distress in a High Stress Workplace	$16,003

SAFETY

Alberta Hospital Edmonton *In participation with: Alberta Healthcare Association (AHA), United Nurses of Alberta (UNA), Staff Nurses Association of Alberta (SNAA), Registered Psychiatric Nurses Association of Alberta (RPNAA), Health Sciences Association of Alberta (HSAA), & Canadian Health Care Guild (CHCG)*	Staff Abuse Task Force (Multi-organizational)	$20,000
William J. Cadzow Hospital - Lac La Biche *In participation with: Athabasca General & Aux. Hospital, Boyle General Hospital, Mental and Community Health*	Non Violent Aggressive/Abuse Behaviour Prevention Program (NAPP)	$20,962